THE REALITY GAP OF EMPLOYEE-MANAGEMENT MISPERCEPTIONS:

COMPARING UNITED STATES AIR FORCE SERVICES SQUADRON

MEMBERS TO THEIR PRIVATE SECTOR COUNTERPARTS

by

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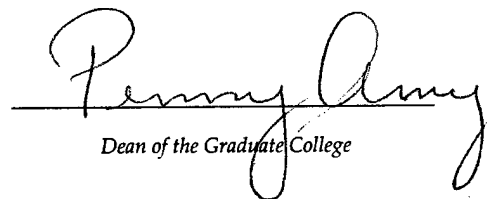The Reality Gap of Employee-Management Misperceptions:

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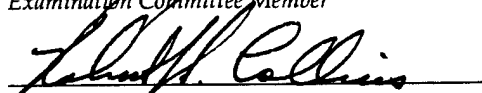
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ABSTRACT

**The Reality Gap of Employee-Management Misperceptions: Comparing
United States Air Force Services Squadron Members to Their
Private Sector Counterparts**

by

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This exploratory study examined employee-management misperceptions in the

United States Air Force Services career field. The "reality gap," as defined, is the

misperception of workers needs or wants by management. Employee and manager

surveys from 1946, 1980, 1987, and 1991 which demonstrate this phenomenon are

examined to establish the validity of the reality gap, the length of time it has existed, and

the full ramifications of the extent of the gap. The reality gap is then shown as the

precipitating factor toward employee dissatisfaction, leading directly to employee

turnover. All of this is framed within the context of Management by Values (MBV). The

four reality gap surveys have been compared to a 1998 interval-ranked survey

administered to United States Air Force members of the Services career field. This

survey was used to determine if a corollary could be drawn between public sector and

private sector hospitality workers. Conclusions and recommendations for further

research are based on subject literature and statistical findings.

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ACKNOWLEDGMENTS

Finally, but definitely not least, my wife Darla for supporting me throughout the entire ordeal, and my daughter Wallace for making the time fun.

CHAPTER 1

INTRODUCTION

A common complaint heard from employees while at work is that management does not understand what the employees want. At the same time, management often complains that employees do not want to work, can not be motivated, and are unwilling to sacrifice for the organization. These voices are important in the hospitality industry, since a poor working environment or job dissatisfaction may become apparent to guests of the establishment.

Employee turnover is often treated as a problem by management, when it may more approximately be considered a symptom of the real problem --- job dissatisfaction. The frequent response of management is to either treat turnover as an unavoidable occurrence or to use increased wages or job benefits as motivators. However, employees continue to insist management does not understand what they want, job dissatisfaction by employees continues, and the high turnover rate in the industry remains. This disconnect between the two groups is known as the employee-management "reality gap." This concept will be further developed in Chapter 2.

The Services career field in the United States Air Force is a hospitality squadron of military and civilian personnel, encompassing the diverse support functions of

foodservice and lodging. In many respects, there is little difference between hospitality workers in the private sector and their Air Force counterparts; in some cases, the only difference is that those in Services may wear a military uniform to work. It may be taken for granted that some measure of job dissatisfaction will exist in every business organization; however, no known study has ever been performed on military hospitality workers to determine if the military structure affects the causes of job dissatisfaction.

Purpose Statement

The purpose of this exploratory study was to compare Air Force military and civilian members of the Services career field to their private sector counterparts in the hospitality work force in order to determine if the military structure affected employee-management misperceptions.

Research Objectives

This study was intended to accomplish three objectives:

(a) determine if and to what extent an employee-management reality gap exists within the Services squadron in the Air Force,

(b) compare the ranking of variables by civilian and military employees and management in the Air Force, and

(c) to compare these results to similar surveys conducted in the private sector.

No hypothesis is proposed since it is not required for exploratory research (Bellenger & Greenburg, 1978).

Constraints

Several constraints have affected the execution of this research. Controlled restraints are entitled delimitations. Additional constraints beyond the control of the researcher are entitled limitations.

Delimitations

Five delimitations were placed upon the survey:

1. Only seven Services squadrons in the continental United States Air Force bases were surveyed. Installations examined were:

   (a) Luke Air Force Base, Arizona (AETC)

   (b) Nellis Air Force Base, Nevada (ACC)

   (c) Columbus Air Force Base, Mississippi (AETC)

   (d) Moody Air Force Base, Georgia (ACC)

   (e) Sheppard Air Force Base, Texas (AETC)

   (f) Patrick Air Force Base, Florida (AFSPC)

   (g) MacDill Air Force Base, Florida (AFMC)

2. The survey period was limited to June 1998 through November 1998 in order to comply with university and Air Force deadlines.

3. It was anticipated that all Services commanders contacted would allow the investigator the necessary access to survey and question personnel within his squadron.

4. An average of 40 surveys would be completed at each military installation visited. This quota was established in order to provide for statistical validity.

5. It was considered necessary to ensure respondent confidentiality. All responses were sorted upon receipt and weighted equally without regard to location where the survey was administered. Therefore, no conclusion is drawn from any one specific installation in this study.

<div align="center">Limitations</div>

The intensive nature of the Air Force working conditions contributed to this research's limitations in three ways:

1. A real-world emergency and response reduced the number of respondents at one installation to only four surveys returned.

2. Biennial inspections by the Air Force Inspector General's office at two installations shortened the research time at that installation. Respondents were unable to take time away from mandatory duties to complete survey requirements, resulting in fewer surveys returned.

3. One Services squadron was unable to facilitate the survey process, thereby decreasing survey target total amount by fifteen percent.

<div align="center">Importance of the Study</div>

Reality gap research has been conducted in the private sector, primarily in industry and the hospitality fields, and has been used by researchers to document a continuing trend of management misperception of employee's needs. However, the reality gap survey has never been administered to either military or civilian members of

the Air Force Services career field. This field is responsible for the morale, welfare, and recreation of all military members, and is commonly referred to as the hospitality branch of the Air Force. The employees and managers in this career field share many of the same characteristics of all individuals working in hospitality; in addition, they are subject to military regulations and other, non-hospitality duties. A reality gap study is necessary in order to compare these Air Force members to their public sector counterparts in order to determine if the peculiarities of military life have a direct effect on the forces that create the reality gap.

Definition of Terms

Air Force members- All active duty officers and enlisted personnel serving in the United States Air Force.

Air Force personnel- All civilian employees, including government employees, in the Department of the Air Force (including nonappropriated fund activities), in addition to active duty officers and enlisted members of the Air Force.

Air Force Services Agency- Air Force regulatory staff responsible for all Services squadrons and units worldwide.

Appropriated funds employees- Employees paid by funds authorized by Congress and set aside for Department of Defense employees, usually GS civilians and all military.

Civilian grade- Rank/title associated with civilians working for the Air Force. Civilian grade of GS-1 through GS-8 is comparable to military enlisted rank, while GS-9 grade and above is equal to military officer rank.

Contract labor- Civilian personnel working for the Air Force hired primarily through the use of nonappropriated funds for a specific task or job and then released.

Major Command (MAJCOM)- A major subdivision of the Air Force and tasked with a specific portion of the Air Force mission (offensive, defensive or support elements). MAJCOMs examined in this study were Air Education and Training Command (AETC), Air Combat Command (ACC), Air Force Material Command (AFMC), and Air Force Space Command (AFSPC).

Military grade- Rank/title associated with each military member. USAF officer grades are O-1 through O-10, and enlisted member's grade and rank are E-1 through E-9.

Military installation- Any base, post, or ship that housed military personnel and conducted military operations.

Nonappropriated activity- An activity associated with the government, but whose operation is not directly funded by the government, such as the enlisted or officer's club or the child care center.

Nonappropriated fund employees- Employees paid by nonappropriated funds, usually temporary help or part-time employees.

Part-time help- Civilian personnel working for the Air Force who are hired primarily through the use of appropriated funds but who are not considered to be long-term employees.

Services- Air Force career field assembled to provide for the morale, welfare, and recreation of Air Force members at the installation level and wartime in the field (combat

duty); includes food service, lodging, fitness, officer and enlisted clubs, honor guard, child care, human resources, and mortuary affairs.

Squadron- Personnel at the installation organized around a common goal or mission. Squadrons are combined to form a Group, which are then combined to form a Wing. A Services Squadron is a component of the Support Group.

Summary

This exploratory study focused on Air Force management's perceptions of what military and civilian employees want from their work in the Services career field. Chapter Two presents the literature on previous studies relating to employee-management misperceptions, as well as relevant material on job dissatisfaction and employee turnover. Chapter Three defines the methodology used, Chapter Four analyzes the results from the survey, and Chapter Five presents conclusions drawn from the survey analysis.

CHAPTER 2

LITERATURE REVIEW

The purpose of this chapter is to present the literature relating to employee-
management misperceptions and the relating effects of job dissatisfaction and employee
turnover. Management-employee misperceptions have been documented since the Labor
Relations Institute of New York surveyed workers and supervisors in 1946. Oakley and
Krug (1993) referred to this phenomenon as "the manager-employee reality gap," calling
it the end result when management does not listen nor hear what its people are saying (p.
130). This reality gap may affect employee job dissatisfaction, resulting in employee
turnover and an increased cost to business.

The review of related literature begins with a presentation of Gerald Goll's
"Management by Values" methodology (Goll, 1993) in order to provide a frame of
reference for the study. Studies of previous employee-management surveys are then
analyzed to demonstrate the results of multiple surveys over a fifty-year period. These
include the 1946 Department of Labor survey, the 1980 general industry survey by
Kenneth Kovach, and the 1987 hospitality survey by Gerald Goll. Literature on job
dissatisfaction is introduced to establish possible causes that would create employee-
management misperceptions. Employee turnover is discussed as the end result of

employee-management misperceptions. Lastly, the 1997 <u>Industry of Choice</u> report is examined to reflect current concerns and research on employee-management misperceptions in the hospitality field.

<div align="center">Management by Values</div>

Management by Values (MBV) is "a methodology that an employer may use to determine rather effectively the quality of the environment that management has created" (Goll, 1993, p.15). MBV is based on an "action triad" of values, goal, and norms, with the goal being to become a "value shaper" in the organization in addition to merely being an "objective setter" (p. 15). In addition, MVB is an analytical tool that may be used to determine "the quality of the environment within an organization" (1998, Goll, p. 19). This environment may be positive (OE+) or negative (OE-).

Goll further expanded the concept by establishing the MBV "umbrella" (1998). Understanding the situation empathetically, perceptions, system mentality, and balanced management are the four "struts" that support MBV. This relationship is shown in Figure 1. Understanding the situation empathetically (UTSE) implies seeing events through another person's eyes, and reviewing events individually in order to understand the possible hidden realities. Perceptions are how others view us, and how we view others, and are formed by one's personal values and experiences. Under MBV, "we are not what we think we are. We are what others perceive us to be" (1998, Goll, p. 3). System mentality is the understanding that an influence on one part of an organization has the potential to influence other parts of the organization. Finally, balanced management is

based on two premises: the understanding that any strength carried to an extreme has the

potential for becoming a weakness, and management needs to be responsive to the needs

and wants of the constituencies it serves; namely, employees, guests, owners, and the

organization itself.

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                    ┌─────────────────────────────┐
                    │    Management by Values     │
                    └─────────────────────────────┘
┌──────────────┐  ┌──────────────┐  ┌──────────┐  ┌──────────────┐
│ Understanding│  │  Perceptions │  │  System  │  │   Balanced   │
│              │  │              │  │          │  │              │
│ the Situation│  │              │  │ Mentality│  │  Management  │
│              │  │              │  │          │  │              │
│ Empathetically│ │              │  │          │  │              │
│              │  │              │  │          │  │              │
│    (UTSE)    │  │              │  │          │  │              │
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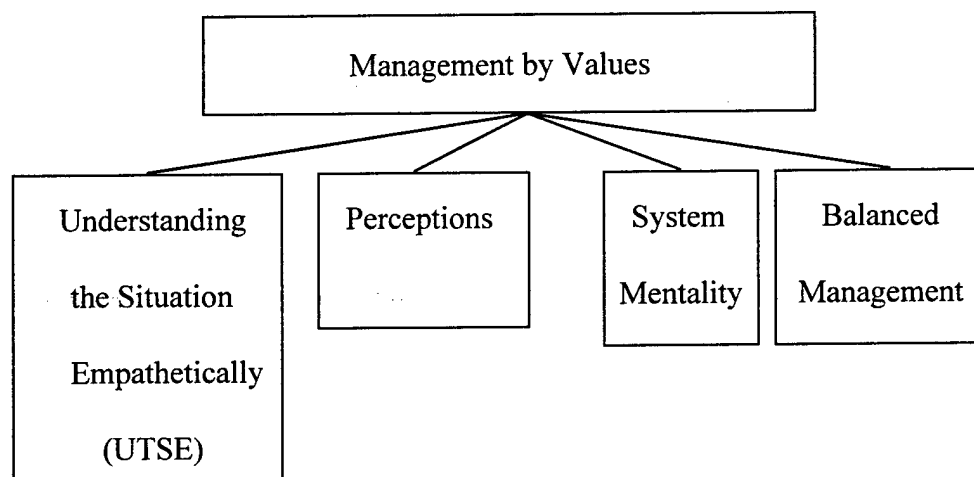
Figure 1. Management by Values (MBV). Adapted from <u>Organizational Theory</u>

<u>Applications in the Service Industry</u> (1998, Goll, p. 2)

Hard and Soft Issues

All issues that occur in an organization may be thought of as "hard" or "soft"

issues. Robert Haas, Chief Executive Officer for Levi Strauss & Co., describes the

distinction: "We always talked about the "hard stuff" and the "soft stuff." The soft stuff

was the company's commitment to our work force. And the hard stuff was what really

mattered: getting pants out the door. What we've learned is that the soft stuff and the

hard stuff are becoming increasingly intertwined. A company's values, what it stands for, what its people believe in, are crucial to its competitive success. Indeed, values drive the business" (Goll, 1993, p. 14).

Oakley and Krug (1993) describe "hard" issues as "organizational difficulties" such as poor quality, declining profits, productivity drop-offs, and poor customer service. These issues represent only the symptoms of the real underlying problems. Management consistently focuses on hard issues because they are easier to recognize and strategize against (p. 44).

"Soft" issues are "human issues" and do not relate directly to a tangible reward --- they tend to be classified as feelings, desires, or values. They are more subjective than hard issues and can not necessarily be recognized easily or charted and strategized against (p. 45)..

American management does not seem willing or equipped to address employee's soft issues, or the "real issues" in an organization. This is rooted in a belief that the soft issues of employees will disappear if management can stabilize the systems, structures, and processes of the organization (Oakley & Krug, 1993, p. 46). This misperception becomes the basis for the reality gap.

The Reality-Gap

Although research has shown evidence of employee management misperceptions since the days of the Industrial Revolution, Oakley and Krug (1993) were the first to name the phenomenon --- hence the term "reality gap." This identification establishes the

area between what employees really want and what managers think they want as a tangible "reality" as opposed to an intangible "issue." Although the term was not applied until 1993, it is used in this study to describe the results of employee-management misperceptions in the 1946, 1980, 1987 and 1998 surveys presented hereafter.

It is apparent that management has been misunderstanding its employees for decades in American business. The following reality gap surveys are a 1946 Department of Labor survey and a 1980 reality gap survey conducted by Kovach (1980). Next discussed are a survey conducted by Goll (1989), in the hospitality field, followed by a 1991 survey undertaken by Oakley and Krug (1993).

The Labor Relations Institute of New York first looked at the issue of the reality gap in 1946 when it surveyed workers about what they wanted from their work, and then asked supervisors what they believed their workers wanted. The results are presented in Table 1. Management ranked its employee's top three needs as their bottom three, showing how wide the misunderstanding of the workers needs were.

Kovach repeated this survey in 1980 with over 200 workers and their supervisors to see what the difference would be after 34 years. The result: Almost nothing had changed. Seven of the eight improvements in rank were traced to one value— "sympathetic help with personal problems." If this single factor is excepted, then the reality gap examined in the 1946 Department of Labor study has not closed at all in 34 years (p. 57). Workers were still responding to more personal issues, which management regulated to the bottom five. The results are presented in Table 2.

In 1987, Goll expanded the surveys previously administered by the Labor Relations Institute and by Kovach in order to examine the hospitality industry. Over 800 hourly employees and over 335 supervisors were presented with the survey; employees were asked what values were important to them, and managers were asked how they perceived their employees would respond. The results are presented as Table 3. The management responses still undervalue the emphasis employees place on personal issues. Such personal issues may be considered to be motivational.

Using statistics compiled by the United States Chamber of Commerce, Oakley and Krug (1993) set out to examine the manager-employee reality gap. The main focus of this study asked employees to rank the ten values used in the previous studies. Then the managers were asked to rank the same ten values, based on their perceptions of what the employees wanted. Oakley and Krug listed only the top three responses of employees; therefore, their results can not be statistically compared to the previous surveys. However, they are presented to demonstrate a continuing trend. The top three results are presented as Table 4.

The 1991 survey was almost exactly the same as the 1946 survey, showing that overall, the reality gap remained almost exactly where it was five decades ago. It is also evident that Oakley and Krug purposely listed only the top three results in order to demonstrate the misperception by management of employee's wants or needs. Note that the top three values listed by employees were given as the bottom three results by management.

Table 1

1946 Reality Gap Survey

Employee Ranking	Employer rank
1. Appreciation of work done	8
2. Feeling of being in on things	9
3. Help with personal problems	10
4. Job security	2
5. Good wages	1
6. Interesting work	5
7. Promotion and growth	3
8. Personal loyalty to employees	6
9. Good working conditions	4
10. Tactful discipline	7

Source: "Why Motivational Theories Don't Work" (1980, Kovach, pp. 56)

Table 2

<u>1980 Reality Gap Survey</u>

<u>Employee Ranking</u>	<u>Employer rank</u>
1. Interesting work	5
2. Appreciation of work done	8
3. Feeling of being in on things	10
4. Job security	2
5. Good wages	1
6. Promotion and growth	3
7. Good working conditions	4
8. Personal loyalty to employees	7
9. Help with personal problems	6
10. Tactful discipline	9

Source: "Why Motivational Theories Don't Work" (1980, Kovach, pp. 57)

Table 3

1987 Reality Gap Survey

Employee Ranking	Employer rank
1. Appreciation of work done	5
2. Interesting work	6
3. Good Wages	1
4. Promotion and growth within the organization	4
5. Job security	2
6. Feeling of being in on things	8
7. Good working conditions	3
8. Personal loyalty to employees	7
9. Sympathetic help with personal problems	10
10. Tactful discipline	9

Source: "Management Misperceptions: An Obstacle to Motivation" (1989, Goll, p. 86)

Table 4

<u>1991 Reality Gap Survey</u>

<u>Employee Ranking</u>	<u>Employer rank</u>
1. Appreciation of work done	8
2. Feeling in on things	10
3. Help on personal problems	9

Source: <u>Enlightened Leadership</u> (1993, Oakley & Krug, p. 131)

In all these surveys, although the rankings may be of some interest, the most important consideration is the discrepancy between the employee's actual rankings and how management perceived the employees would rank the factors. This caused Goll to refer to such misperceptions as "obstacles to motivation" (Goll, 1989).

Analysis of the Reality Gap Surveys

The comparison of Oakley and Krug's (1993) results to the 1946, 1980, and 1987 surveys is a strong signal to management. The top three issues of importance to employees are all soft issues (with the exception of the 1987 hospitality survey, number 3), which management relegated to the bottom of the importance list. Employees in three out of the four surveys listed "appreciation of work done" as their number one consideration (it fell to number two in Kovach's 1980 survey).

The 1987 hospitality survey is the only one to show wages as one of the top-three consideration by employees. Employees placed it no higher than fifth in both the 1946 and 1980 surveys. Interestingly, managers ranked it number one in each of the four surveys, with job security as the number two consideration. This has been management's misperception of its employees for *almost five decades*! The inference is that management may perceive employees are only interested in a paycheck and job security, and that anything else is of only secondary importance. The employees themselves indicate that indeed, pay is important but other factors may be just as important, and in some cases, more important.

The issue here is not whether employees want these hard issues--they all want job benefits and reasonable wages. The issue is the misperception management has about what its employees really want at work. It is this misunderstanding which may drive high employee dissatisfaction and high turnover. Employees are saying what is really most important to them, and management is simply not hearing what employees are really saying.

An example of this in the public sector is the municipality water utility company of Denver, Colorado. A 1996 International Personnel Management survey discovered that the employees of the company expressed severe job dissatisfaction, despite the company being a "pay leader" business, paying wages at about 70 to 90 percent of the current market range (Leavitt, 1996, p. 334). In the survey, a "significant percentage" of agency employees would "accept another job elsewhere for similar pay and benefits" (p. 336). However, since the business is a pay leader in the community, those other jobs are

very difficult to find. As a result, executives and supervisors in the agency view the low rate of employee turnover as a sign of successful management. Kovach (1992) attributes this close-mindedness to a disproportionate monopoly of decision-making ability at the level of upper-level management (p. 10).

Following the MBV umbrella model, the reality gap is at the core two factors; understanding the situation empathetically (UTSE) and being responsive toward employees. Analysis of the reality gap surveys shows that managers have been making assumptions about what their employees want. The results indicate they may not know what these needs are.

Employee-Management Misperceptions

Kovach (1980) suggested that the solution to employee-managerial misperceptions is to provide annual employee attitudinal surveys that provide insights into workers wants by level and department. Such surveys would provide managers a tool to understand what employees really want, since managers often "offer rewards or exhibit behavior toward workers that would motivate him or her, but this may not necessarily be what will motivate employees" (p. 55). Kovach's suggestion provides a practical basis upon which to begin examining how prevalent the reality gap is within an organization.

Oakley and Krug maintain that the "gap between what *really* is important to workers and what management *thinks* is important provides us a strong hint about what

needs to happen to implement change and develop a renewing organization" (1993, p. 131). In other words, managers are not attempting to understand the situation. This is a necessary step toward creating a positive working environment. Effective communication between the two groups is necessary if an understanding is to be reached, and it must first start with the managers.

Employees have been telling managers for decades what they want and no one has been listening. In the context of characterizing leaders, Phillips (1992) described communication as "a process of articulating and defining what has previously been implicit or unsaid by providing images, metaphors, or models that give a new focus for attention to problem or issue" (p. 152). Rogers and Roethlisberger (1972) cite "man's inability to listen intelligently, understandingly, and skillfully to another person" as the major reason why communication fails, and call the problem both "appalling" and "widespread" (p. 305).

Collier (1972) agreed, adding, "What workers want is a chance to increase their usefulness and creativeness, a chance to develop their full potential as individuals within the scope of their environment and experience. It has become part of management's function to see not only that they have that chance but that the philosophy behind it is made articulate" (p. 433). Current researchers and theorists agree. Oliver (1998) states that pay alone is rarely the sole cause of employee turnover. It is the result of multiple "problems in the working environment which could, if known, be alleviated" (p. 84). Yankelovich (1997) echoed this assertion in his personal belief as to how the reality gap can be managed:

. . . the priorities for top management have shifted from production and engineering in the late 1940s and 1950s, to marketing in the 1960s and early 1970s. Now, in the late 1990s and looking beyond, the capacity to motivate people is becoming the highest management priority. The new model for corporate success must embody a deep understanding of the long-term implications of the giving/getting contract (p.64).

For the most part, hospitality managers do not appear to understand the repercussions resulting from the employee-manager reality gap, and continue to see employee turnover as simply part of the services business. Others might view the gap as a systemic problem, and argue that employees' wants are unrealistic. Van Warner (1996) said it simply "…boils down to common sense. Dedicated, happy employees help make dedicated, happy guests, which help make dedicated, happy owners or shareholders" (p. 35). In the context of MBV, the reality gap may be eliminated in order to achieve a positive organizational environment (OE+).

Job Dissatisfaction

There is considerable information regarding job dissatisfaction. Core theories and information about job dissatisfaction from the previous thirty years were examined to determine trends and shifts leading up to contemporary thought. It is important to this study in how it is the penultimate result of the employee-manager reality gap.

Thirty years ago, Porter and Lawler (1968) hypothesized that rewards associated with higher-needs--esteem, autonomy, or self-actualization--will "become more attractive

the more the person is rewarded" (p. 40). In other words, the more a person gets, the more s/he wants. Porter compared this phenomenon to Maslow's theories of basic needs, such as food and water, both of which no longer become pressing needs once they are fulfilled. They may be urgent needs, just as a paycheck is needed to pay waiting bills, but they are temporary needs, and once that need is met, they can be replaced with another. Porter's ideas, still significant today, may be interpreted to mean that employees in a productive environment, one in which the soft needs addressed in all four surveys are being met, will want to see those needs continued. In other words, satisfied employee stay with the company, because "people tend to not sever relationships that provide satisfaction" (Goll, 1994, p. 16).

In a recent similar study, over 60 percent of the respondents reported a strong link between job satisfaction and job productivity (1993, Herzberg, Mausner & Snyderman). Satisfied employees work harder, and a reasonable assumption may be made that guests, therefore, enjoy the experience more as well. Guest as well as employee retention rises, and so does the bottom-line profit margin.

Hopkins (1983) examined the root causes of job satisfaction. Central to her study is the idea that as self-identification with an organization increases, turnover decreases by an equal amount. This is in conjunction with length of service in the organization: The more time spent at the job, the less likely the employee is to leave. The others factors directly related to job satisfaction are occupational status, mobility, education, and work preference. This could explain why so many employees leave the organization so soon after they have joined; they do not like what they see and quit before they have invested

too much time and effort in what they perceive can only be a losing effort on their part. Raleigh has stated that "lack of recognition, weak supervision, ineffective communication, pay and reward systems and no teamwork" were the top five reasons why workers quit their jobs in the hospitality industry (1998, p. 46). All five of these reasons correlate to Hopkin's (1983) theories on job dissatisfaction, and are further related to previously discussed reality gap studies.

Kuczmarski and Kuczmarski (1995, p. 53-58) indicated ten factors resulting in decreased employee satisfaction within an organization:

1) Values gap

2) Lack of commitment to values

3) Value-less leadership

4) Lack of trust

5) Low job satisfaction and self-esteem

6) Minimal teaching and mentoring

7) Personal values disconnected to those of the organization

8) Minimal professional impact and growth

9) Theory versus practice

10) Insufficient feedback, rewards, and recognition

All ten factors are soft issues, and none directly relate to wages or job security. The first three refer to the values of an organization, or more specifically, the difference between the organizational values and how they are being implemented. Yet they all may become precipitating factors which could cause the employee to look for employment elsewhere.

Arnold and Plas (1993, pp. 201-202) theorize that dysfunctional belief systems are entrenched in corporate America, concentrating on five especially dangerous mindsets in particular:

1.   There always has to be a single person who is ultimately to be held responsible.

2.   In order to protect the leaders, sometimes you have to scapegoat a few people.

3.   When something goes wrong, find your troublemakers and weak thinkers and get rid of them--or you'll end up wishing you had.

4.   The more information you hold on to, the more power you've got.

5.   Keep your mistakes and vulnerabilities to yourself. If something goes wrong, get yourself an image consultant.

These belief systems sometimes are engrained so strongly in management that even when they are "listening" to employees, they do not change their behavior. These managerial attitudes compare to the ten factors that decrease employee satisfaction listed by Kuczmarski and Kuczmarski (1995) and are relative to the reality gap surveys. Employees are telling management that these belief systems are creating the environment which makes them leave the organization.

Daniel Yankelovich believes that the current climate of job dissatisfaction may begin the minute an employee joins an organization. Yankelovich (1997, p. 61) describes the dual message given to employees by management when they join:

"Our corporate vision promises to give us success in the new global economy. We know the only way it will become a reality is if you, our people, give us every ounce of dedication. Our No. 1 goal is to maximize shareholder value. In the pursuit of that goal, you, the employee, are expendable. We expect loyalty and top performance from you, but you must understand that we owe you nothing in return."

Note the inconsistency between valued employee and expendable asset provided by Yankelovich. This management misperception may become another basis for the reality gap.

That employee dissatisfaction and the resulting job related stress can have severe effects on the positive organizational health of an organization is now being acknowledged. Dutton (1998) identified the greatest affects on employee dissatisfaction as "control over work, demands on employees, and lack of support from co-workers and superiors" (p. 11), all of which are issues which are primarily under management control. Dutton estimated the losses from job dissatisfaction as increasing each year at an alarming rate. Currently, United States employers lose an estimated $200 to $300 billion yearly due to job-related stress factors.

When employee satisfaction lessons, management often attempts "to motivate" those employees in order to raise morale. Goll (1994) suggests that instead, management's primary task should to "to develop a consistency, not a paradox, in paradigms" (p. 30). Management might not be able to motivate employees; however, employees might be able to be motivated. This may be accomplished by management

providing a motivational environment, as opposed to a concentrated effort to motivate the employee. Management must be responsive to the needs of the employee for motivation to have a chance for success, "but before they are able to be responsive, they need to know what those needs are" (p. 17). And if no attempt has been made at understanding *why* the employees have low job satisfaction, the management-employee reality gap may result in a perception by employees that management does not care or is ignoring them. The end result is that because no attempt is being made to remedy that perception, employees tend to leave the organization.

<div align="center">Employee Turnover</div>

Employee turnover may be one of the end result of the employee-management reality gap. It is included here to demonstrate the critical, actual result of the employee-management reality gap.

Yankelovich (1981) attributes turnover to a mobile, open society. Today, people want well-paying jobs, but they are unwilling to trade job satisfaction for money or status. In the hospitality industry there is considerable of employee turnover, which is often viewed by management simply as a cost of doing business in a volatile industry. Some managers even encourage a high turnover rate, based on the belief it brings "fresh blood" into the business. Kuczmarski and Kuczmarski (1995) detail how Sears lost $110 million in hiring and training costs in 1989 because of a high-turnover rate--money which is a direct cost against profit(s). More importantly, high turnover related directly to customer satisfaction: "Unsatisfied and demoralized employees usually are not able to

deliver the quality and service excellence that customers demand. Consequently, companies lose customers to competitors, which results in lost revenues" (p. 65). Fitz-Enz (1997) estimated that hospitality companies lose approximately $1,000,000 in turnover costs each time they lose ten professional or managerial employees.

Oh (1996, p. 13), described the forces that inhibit employee retention as "turnover drivers." These forces can and do vary from company to company, and include job dissatisfaction, tense work environments, and better work opportunities elsewhere. Oh dismissed the notion that employees leave an organization for monetary reasons alone, citing the rationale that most employees begin their job search *before* they have any relevant salary information. This relates directly to the reality gap survey results.

Employees want to have a say in their work environment. In a 1985 national study on manager-employee relations, 84 percent of workers stated they would like to have some input through an "employee-involvement or -participation program," and 90 percent of workers who worked at an organization with this type of program believed it enhanced their work value (Challenge, 1995, p. 39). This need for involvement has remained constant with time, as evidenced in the reality-gap surveys from the last five decades.

Kovach (1977) connected employee dissatisfaction directly to employee turnover and absenteeism. The size of the organization is not the primary factor in determining job satisfaction, as different size organizations provide different motivators toward satisfaction: larger businesses might be able to provide a more elaborate salary package,

while a small business might generate more of a "closeness" between employees and the

company goals (p. 12).

The Industry of Choice Report

The National Restaurant Association sponsored the Industry of Choice survey

(1997) and resultant 1997 forum "to provide foodservice operators a management tool to

understand workforce group needs that can position industry's strengths to develop

higher employee satisfaction" (p. 2). The report is mentioned in this study to demonstrate

current concern of the reality gap in the hospitality industry.

The 5,500 interviews with service industry employees that comprised the Industry

of Choice report demonstrated a call for a complete paradigm shift by management;

primarily, that employee satisfaction should be just as important to strategic planning and

resource allocation as customer satisfaction. In addition, the surveys demonstrated that

employee's attitudes are not "permanent but shaped by management practices,

consciously or not" (1997, p. 63). Because of this, employees see a direct link between

their attitudes and their behaviors, with a resulting impact on job effectiveness,

delinquency, and customer service.

The Industry of Choice report focused on employee "deal breakers" in the context

of two categories; human resource practices, which are formal policies for compensation,

work load and other management-controlled issues, and organizational culture, the shared

values and behavioral norms of an organization which are influenced by management.

These twenty employee needs are listed below in order of employee preference as Table

5. The report called these deal breakers the "the focal point of employee dissatisfaction," and the "minimum standards of employee retention," and stated that when these critical needs are not met, employee turnover is the result (1997, p. 8).

The primary message of the report was that turnover of employees is not the problem the service industry is concerned about --- there will always be employees to fill shifts. This is simply a quantitative view. The problem is that qualified personnel are leaving the industry in droves, and they can not easily be replaced. A primary task of management, one that it is not accomplishing, is to keep those people on the payroll.

Summary

Oakley and Krug (1993) are cited to demonstrate "the reality gap" as defined is a tangible reality as opposed to an intangible issue. Employee-management misperceptions may create job dissatisfaction, which can directly produce employee turnover. Turnover is a direct cost to the financial health of an organization. Therefore, employee-management misperceptions have the potential to financially disrupt a business.

Goll's "Management by Values" provides a management framework to support a study and to provide an analytical instrument to study an organizational environment. The process used with MBV will be discussed in Chapter Three.

Table 5

Top 10 Perceived Employment "Deal Breakers"

Human Resource Practices	Organizational Culture
1. A regular paycheck	1. Having a boss whom is fair
2. A safe place to work	2. Having a boss whom doesn't embarrass me or make fun of me
3. A clean place to work	3. Having a boss whom treats others like they would like to be treated
4. Competitive wage or salary	4. Feeling like the company treats employees fairly
5. The right equipment to do my job	5. Feeling like I do my job well
6. Having enough employees to handle the work load	6. Having a boss who I get along with
7. Health insurance	7. Being treated like an adult
8. Working enough hours	8. Having a moral boss
9. Paid vacation	9. Feeling like the company is well managed
10. Worker's compensation insurance	10. Feeling like everybody does their share

Note: Adapted from the Industry of Choice report (1997, p. 10)

CHAPTER 3

RESEARCH METHODOLOGY

To determine if the management-employee reality gap exists in the Air Force

Services career field, military and civilian employees and managers working for the Air

Force were surveyed at seven Air Force bases in the United States. This chapter details

the methodology used to prepare the survey instrument and conduct the study. Resources

needed for this survey are identified, and data source and an estimated population size is

presented. Finally, the data collection process and the methodology used to analyze the

survey results is described.

Identification of Resources

The success of this survey was enhanced by the assistance granted by the Air

Force Institute of Technology (AFIT), the liaison office for all Air Force officers enrolled

in any civilian education institution. The assistance of the seven individual Services

squadron commanders and their activity managers was required for successful survey

completion. Air Force personnel at each installation were needed to complete the survey

and return it to the facilitator at the installation level in order for the survey to be

processed.

Data Source

All respondents were military or civilian personnel employed by the United States

Air Force in the Services squadron at the installation level. No respondent was coerced

or ordered to complete a survey. The survey was administered with strict instructions for

voluntary participation. Military and civilian employees were not restricted by rank for

survey purposes. However, Air Force rank structure necessitates supervision as a means

for promotion. Therefore, inflated rank would place respondents in the manager

category. Requirements for military managers was a minimum rank of E-5 (Staff

Sergeant), and a minimum grade of GS-5 for civilian manager. In each case the manager

was required to supervise a minimum of one worker.

Population and Sample Size

Military and civilian Services personnel are stationed at military installations

worldwide to ensure the success of the Air Force mission. Because of the amount of

contract labor and part-time help used by Services at each installation, it was difficult to

determine a total sample size population to be measured. The following is a 1996

estimate of the total population of Services employees worldwide (Air Force Institute of

Technology handout, 1996). Air Force officers will primarily be managers; however,

some exceptions could exist. Enlisted personnel, and appropriated and nonappropriated

civilian members of Services could be either employees or managers depending upon

their rank, grade, or functional duty.

The number of Services personnel at each military installation varies from fewer than 100 to over 500, and are categorized by the Air Force Services Agency as "large," "medium," or "small" based on the total military population assigned to the installation. A large base is classified as more than 5,000 military members, a small base is less than 1,000, and a medium base is the broad range in between. The survey sample was designed with these designations in mind; every installation size was included in the data collection process.

Table 6

1996 Services Employees Worldwide

Appropriated Fund Employees	Number of Personnel
1. Officers	324
2. Enlisted	5,135
3. Civilian	6,666
Total:	12,125
4. Nonappropriated Fund Employees	30,769
Total Personnel:	42,894

The target sample was 40 respondents at each installation, which would provide a sample size comparable to Kovach's 1980 sample size. The respondents were picked randomly to ensure an equal mix of both military and civilian employees and managers.

However, to ensure the core functions of the Services squadron were emphasized, certain activities were surveyed first. These were command and control (the Services Commander and staff), food service, and lodging. A mix of the remaining activities were surveyed at each base, depending on the number of employees on duty at the time of the survey. This process ensured Air Force personnel from diverse elements were all represented in the survey yet the study would still primarily be focused on Air Force hospitality personnel. An organizational chart of a typical Services squadron is provided at Appendix A.

<div align="center">Data Collection Process</div>

The reality gap survey had been used successfully in similar forms since 1946, so the format used by Kovach (1980) and Goll (1987) was repeated. The ten variables were examined and determined to be broad and generic enough to be used for hospitality personnel in a military environment. Two surveys were created, one for employees and one for managers. Employees were asked to examine the ten responses and list them in order, from 1 to 10 based on the order of importance to them (Appendix B). Managers were asked to examine the ten responses and list them in order, from 1 to 10, based on what they perceived what was important to their employees, not to them (Appendix C).

No survey can be administered to any military personnel without a security control number (SCN). Therefore, the first step involved acquiring the SCN through the Air Force Personnel Center Headquarters (HQ AFPC/DPSAS), located at Randolph Air Force Base, San Antonio, Texas. This approval was granted on July 14, 1998, with an

expiration date of December 31, 1998. Since the survey would require the interviewing of Services Squadron personnel, approval would also be needed from each installation Services commander. Without this approval, the SCN would be considered null and void. A copy of the official letter approving this survey is included as Appendix D.

A human subject approval was obtained from the University of Las Vegas, Nevada Graduate College. The proposal was accepted on July 29, 1998, a copy of which is included as Appendix E.

After the survey was approved for use in the Air Force it was tested at the installation level at the Services squadron at Luke Air Force Base, Arizona. Preliminary results matched previous results for employees and managers from the 1947, 1980, and 1987 surveys administered in the private sector.

A schedule was developed for seven Air Force installations, representing four different Major Commands across the continental United States:

(a) Air Education and Training Command (AETC)

(b) Air Combat Command (ACC)

(c) Air Force Material Command (AFMC)

(d) Air Force Space Command (AFSPC)

Overseas Major Commands would not be represented because of the major difficulties in acquiring reliable data due to distance. The seven installations selected were as follows:

(a) Luke Air Force Base, Arizona (AETC)

(b) Nellis Air Force Base, Nevada (ACC)

(c) Columbus Air Force Base, Mississippi (AETC)

(d) Moody Air Force Base, Georgia (ACC)

(e) Sheppard Air Force Base, Texas (AETC)

(f) Patrick Air Force Base, Florida (AFSPC)

(g) MacDill Air Force Base, Florida (AFMC)

A preliminary telephone interview with the Services commander at each location was conducted and a time for the administration of the survey was agreed upon.

Personal contact was made by the investigator at each military installation with the Services commander, either a major (O-4) or lieutenant colonel (O-5), whom in each case appeared receptive to the survey. Two outcomes occurred from this meeting; either the Services Commander offered to help with the administration of the surveys himself, or a junior officer was assigned to assist as a facilitator.

In each case, surveyed squadron personnel, military and civilian, were chosen at random based on who happened to be working on the day of the survey. Forty surveys were handed out at each location. The command facilitator was then provided a self-addressed stamped envelope allowing him or her to collect the surveys and mail them to the investigator.

Statistical Analysis of Data

All surveys were sorted and compiled as either "employee" or "manager." Each survey was examined for completeness or errors. Surveys that were not filled out completely or were incorrectly filled out were considered to be non-valid and were discarded.

The results for managers and employees were separately compiled and collated by category to determine a weighted average based on frequency of response. This frequency analysis was used to generate test statistics in order to establish the validity of the sample base and the strength of the relationship of number of samples to the finalized values. With an extended frequency analysis, each category could be ranked by its mean value. Based on the mean generated by each test, the ten variables were to be ranked from 1 to 10 in order of survey response: "1" is ranked as the most valued, and "10" is ranked as the least valued.

After an initial ranking was accomplished, the surveys were separated into four categories of military employee and manager and civilian employee and manager and ranked again. This sub-ranking was designed to determine if there are any differences in the ways that each sub-group ranks each value.

A Kolmogorov-Smirnov Z Test was administered on the collected findings for employees and management to compare maximum differences between the observed cumulative distributions. The test was used to determine the significance of the survey statistics for reliability and validity purposes.

The collected reality gap surveys represent interval data, and therefore can be examined to determine preferences for one category over another. It must be noted that the frequencies may only note which item a respondent prefers over another and not the amount; the information can not be generalized to imply that a respondent prefers one response twice as much or half as much as another.

Summary

Chapter Three details the methodology to be used in the administration of a reality gap survey in the Services career field in the United States Air Force. Statistical analysis will be presented using the weighted average generated from a frequency analysis, which will then be tested with a Kolmogorov-Smirnov Z Test. Survey findings from this methodology are further presented in Chapter Four.

CHAPTER 4

RESULTS AND FINDINGS

Chapter Four presents results and findings of the analyses of the surveys

conducted for this study. The goal of this chapter is to provide the necessary framework

to answer the three objectives set forth in Chapter One:

(a) determine if and to what extent an employee-management reality gap exists

within the Services squadron in the Air Force,

(b) compare the ranking of variables by civilian and military employees and

management in the Air Force, and

(c) to compare these results to similar surveys conducted in the private sector.

Conclusions drawn from this data will be presented in Chapter Five.

A total of 111 valid employee and 44 valid manager responses were analyzed for

this study. A total of 32 employee and 17 manager responses were deemed non-valid and

were discarded. Appendix F details the employee responses, and Appendix G details the

manager responses. The method of distribution had a direct effect on the survey results

recorded at that installation. The two Services Commanders whom administered the

survey themselves were each currently involved in regular biennial Inspector General

inspections. Contributions from these squadrons were less than fifty percent compared to

other squadrons and contained more incomplete or non-valid surveys. Results were more favorable at installations where a junior officer acted as facilitator.

A weighted average was obtained using the SPSS 8.0 program for each category in the surveys of employees and management in order to provide a comparative analysis. This was used to ascertain if, and to what extent, the employee-management reality gap exists within the Air Force Services Squadron. Each of the survey instrument's ten values was examined by frequency for employees and management to demonstrate frequency of response and group attitudes. Graphs of these responses for employees are grouped together as Appendix H and for managers as Appendix I. A Kolmogorov-Smirnov Z Test was administered to both employee and management responses in order to provide reliability and validity measures.

The comparative analysis was further developed to compare the sub-groups of military and civilian within each category of employees and management. This was intended to identify differences in perception among the respective groups.

This initial comparative analysis was then compared to the 1946 Department of Labor study and Kovach's 1980 study with special consideration given to Goll's 1987 hospitality study.

The 1998 Air Force Reality Gap Survey

The purpose of the 1998 United States Air Force reality gap survey is to determine if, and to what extent, a misperception of employee's wants or needs by

management exists within the Services career field. To accomplish this, a comparative analysis is presented, generated from a frequency analysis of the survey data.

Results of Combined Comparative Analysis

The weighted average is the statistic used to determine if a reality gap exists and if so, to what extent, within the Services career field. A frequency analysis was accomplished for all ten values for both employees and managers, after which they were ranked from 1 to 10, with 1 being the value ranked the highest and 10 being the value ranked the least. This comparative analysis is shown as Table 7.

Table 7

1998 USAF Reality Gap Survey

Employee Ranking	Management Rank
1. Good working conditions	2
2. Interesting work	7
3. Appreciation of work done	4
4. Good wages	1
5. Promotion and growth within the organization	5
6. Job security	3
7. Feeling of being in on things	6
8. Personal loyalty to employees	8
9. Tactful discipline	9
10. Sympathetic help with personal problems	10

Frequency Analysis of Employee Responses

The first analysis conducted on the survey results was a frequency analysis. This was performed on each survey item in order to provide a graphic representation of item response by employees and management. The goal of the frequency analysis is to generate mean statistics in order to perform a comparison analysis, which was shown as Table 7. "Frequency" lists the number of respondents assigning the rank to the value, and "Percent" is the percentage of respondents assigning the rank to the value. Tables 8 through 17 present the ten items in the order they appeared on the original survey form.

Table 8

Frequency Analysis of Employee "Good Working Conditions"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	26	23.4	23.4	23.4
	2	25	22.5	22.5	45.9
	3	11	9.9	9.9	55.9
	4	11	9.9	9.9	65.8
	5	4	3.6	3.6	69.4
	6	9	8.1	8.1	77.5
	7	8	7.2	7.2	84.7
	8	14	12.6	12.6	97.3
	9	1	.9	.9	98.2
	10	2	1.8	1.8	100.0
Total		111	100.0		

Table 9

Frequency Analysis of Employee "A Feeling of Being in On Things"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.9	.9	.9
	2	16	14.4	14.4	15.3
	3	16	14.4	14.4	29.7
	4	8	7.2	7.2	36.9
	5	7	6.3	6.3	43.2
	6	6	5.4	5.4	48.6
	7	10	9.0	9.0	57.7
	8	8	7.2	7.2	64.9
	9	28	25.2	25.2	90.1
	10	11	9.9	9.9	100.0
Total		111	100.0		

Table 10

Frequency Analysis of Employee "Job Security"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	7.2	7.2	7.2
	2	18	16.2	16.2	23.4
	3	19	17.1	17.1	40.5
	4	14	12.6	12.6	53.2
	5	7	6.3	6.3	59.5
	6	12	10.8	10.8	70.3
	7	4	3.6	3.6	73.9
	8	10	9.0	9.0	82.9
	9	6	5.4	5.4	88.3
	10	13	11.7	11.7	100.0
Total		111	100.0		

Table 11

Frequency Analysis of Employee "Promotion and Growth within the Organization"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	6.3	6.3	6.3
	2	7	6.3	6.3	12.6
	3	21	18.9	18.9	31.5
	4	20	18.0	18.0	49.5
	5	14	12.6	12.6	62.2
	6	18	16.2	16.2	78.4
	7	13	11.7	11.7	90.1
	8	5	4.5	4.5	94.6
	9	4	3.6	3.6	98.2
	10	2	1.8	1.8	100.0

Total

Table 12

Frequency Analysis of Employee "Good Wages"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	17	15.3	15.3	15.3
	2	8	7.2	7.2	22.5
	3	8	7.2	7.2	29.7
	4	21	18.9	18.9	48.6
	5	11	9.9	9.9	58.6
	6	22	19.8	19.8	78.4
	7	9	8.1	8.1	86.5
	8	5	4.5	4.5	91.0
	9	6	5.4	5.4	96.4
	10	4	3.6	3.6	100.0
Total		111	100.0		

Table 13

Frequency Analysis of Employee "Interesting Work"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	30	27.0	27.0	27.0
	2	11	9.9	9.9	36.9
	3	9	8.1	8.1	45.0
	4	11	9.9	9.9	55.0
	5	19	17.1	17.1	72.1
	6	9	8.1	8.1	80.2
	7	5	4.5	4.5	84.7
	8	13	11.7	11.7	96.4
	9	4	3.6	3.6	100.0
	10	0	0.0		
Total		111	100.0		

Table 14

Frequency Analysis of Employee "Appreciation of Work Done"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	13	11.7	11.7	11.7
	2	16	14.4	14.4	26.1
	3	13	11.7	11.7	37.8
	4	7	6.3	6.3	44.1
	5	29	26.1	26.1	70.3
	6	6	5.4	5.4	75.7
	7	11	9.9	9.9	85.6
	8	7	6.3	6.3	91.9
	9	4	3.6	3.6	95.5
	10	5	4.5	4.5	100.0
Total		111	100.0		

Table 15

Frequency Analysis of Employee "Tactful and Appropriate Discipline"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.7	2.7	2.7
	2	0	0.0	0.0	2.7
	3	1	.9	.9	3.6
	4	10	9.0	9.0	12.6
	5	12	10.8	10.8	23.4
	6	13	11.7	11.7	35.1
	7	21	18.9	18.9	54.1
	8	19	17.1	17.1	71.2
	9	23	20.7	20.7	91.9
	10	9	8.1	8.1	100.0
Total		111	100.0		

Table 16

Frequency Analysis of Employee "Sympathetic Help with Personal Problems"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.9	.9	.9
	2	3	2.7	2.7	3.6
	3	1	.9	.9	4.5
	4	3	2.7	2.7	7.2
	5	6	5.4	5.4	12.6
	6	4	3.6	3.6	16.2
	7	14	12.6	12.6	28.8
	8	6	5.4	5.4	34.2
	9	17	15.3	15.3	49.5
	10	56	50.5	50.5	100.0
Total		111	100.0		

Table 17

Frequency Analysis of Employee "Personal Loyalty to Employees"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	4.5	4.5	4.5
	2	8	7.2	7.2	11.7
	3	12	10.8	10.8	22.5
	4	6	5.4	5.4	27.9
	5	3	2.7	2.7	30.6
	6	12	10.8	10.8	41.4
	7	16	14.4	14.4	55.9
	8	24	21.6	21.6	77.5
	9	17	15.3	15.3	92.8
	10	8	7.2	7.2	100.0
Total		111	100.0		

Results of Kolmogorov-Smirnov Z Test for Employee Rankings

The frequency analysis of employee rankings was analyzed using a Kolmogorov-Smirnov test. This test examines all of the responses in the category to ensure that an appropriate dispersal is present. The maximum differences between the observed cumulative distributions provides the significance. The results of this test are shown in Table 18.

Table 18

Results of Kolmogorov-Smirnov Z Test for Employee Rankings

	N	Mean	Deviation	Kolomogorov-Smirnov-Z	Sig
Good working conditions	111	3.82	2.65	2.244	.000
A feeling of being in on things	111	6.13	2.91	1.997	.001
Job security	111	5.01	2.89	1.770	.004
Promotion and growth	111	4.77	2.14	1.427	.034
Good wages	111	4.73	2.50	1.145	.145
Interesting work	111	4.03	2.58	1.618	.011
Appreciation of work done	111	4.61	2.52	1.491	.023
Tactful and appropriate discipline	111	7.03	2.06	1.511	.021
Sympathetic help with problems	111	8.42	2.20	2.815	.000
Personal loyalty to employees	111	6.35	2.58	1.924	.001

Based on a .05 significance level, nine values as determined by employees are considered

to have maintained a significant ranking. Only "good wages," with a .145 rating, is

outside the .05 significance level, which could be attributed to a small sample size. If the

results in a surveyed category are polarized with only a limited distribution, and the

sample size is not large enough to compensate for this occurrence, then the Kolmogorov-

Smirnov Z test will indicate the category has failed the significance test.

Frequency Analysis of Management Responses

A frequency analysis was also performed on each management response survey

item in order to provide a graphic representation of item response. All management

responses are based on what management perceives employee response to be, not what

management believes is the priority. "Frequency" lists the number of respondents

assigning the rank to the value, and "Percent" is the percentage of respondents assigning

the rank to the value. Tables 19 through Table 28 present the ten items in the order they

appeared on the original survey form.

Table 19

Frequency Analysis of Management "Good Working Conditions"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	13.6	13.6	13.6
	2	6	13.6	13.6	27.3
	3	10	22.7	22.7	50.0
	4	7	15.9	15.9	65.9
	5	8	18.2	18.2	84.1
	6	1	2.3	2.3	86.4
	7	1	2.3	2.3	88.6
	8	4	9.1	9.1	97.7
	9	1	2.3	2.3	100.0
	10	0	0.0		
Total		44	100.0		

Table 20

Frequency Analysis of Management "A Feeling of Being in On Things"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	4.5	4.5	4.5
	2	4	9.1	9.1	13.6
	3	2	4.5	4.5	18.2
	4	10	22.7	22.7	40.9
	5	8	18.2	18.2	59.1
	6	5	11.4	11.4	70.5
	7	1	2.3	2.3	72.7
	8	3	6.8	6.8	79.5
	9	4	9.1	9.1	88.6
	10	5	11.4	11.4	100.0
Total		44	100.0		

Table 21

Frequency Analysis of Management "Job Security"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	15.9	15.9	15.9
	2	4	9.1	9.1	25.0
	3	15	34.1	34.1	59.1
	4	4	9.1	9.1	68.2
	5	3	6.8	6.8	75.0
	6	2	4.5	4.5	79.5
	7	2	4.5	4.5	84.1
	8	2	4.5	4.5	88.6
	9	1	2.3	2.3	90.9
	10	4	9.1	9.1	100.0
Total		44	100.0		

Table 22

Frequency Analysis of Management "Promotion and Growth within the Organization"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	13.6	13.6	13.6
	2	8	18.2	18.2	31.8
	3	2	4.5	4.5	36.4
	4	6	13.6	13.6	50.0
	5	7	15.9	15.9	65.9
	6	4	9.1	9.1	75.0
	7	6	13.6	13.6	88.6
	8	1	2.3	2.3	90.9
	9	2	4.5	4.5	95.5
	10	2	4.5	4.5	100.0
Total		44	100.0		

Table 23

Frequency Analysis of Management "Good Wages"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	27.3	27.3	27.3
	2	10	22.7	22.7	50.0
	3	4	9.1	9.1	59.1
	4	2	4.5	4.5	63.6
	5	5	11.4	11.4	75.0
	6	3	6.8	6.8	81.8
	7	0	0.0	0.0	81.8
	8	4	9.1	9.1	90.9
	9	1	2.3	2.3	93.2
	10	3	6.8	6.8	100.0
Total		44	100.0		

Table 24

Frequency Analysis of Management "Interesting Work"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	2.3	2.3	2.3
	2	5	11.4	11.4	13.6
	3	2	4.5	4.5	18.2
	4	2	4.5	4.5	22.7
	5	6	13.6	13.6	36.4
	6	8	18.2	18.2	54.5
	7	10	22.7	22.7	77.3
	8	4	9.1	9.1	86.4
	9	3	6.8	6.8	93.2
	10	3	6.8	6.8	100.0
Total		44	100.0		

Table 25

Frequency Analysis of Management "Appreciation of Work Done"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	15.9	15.9	15.9
	2	2	4.5	4.5	20.5
	3	6	13.6	13.6	34.1
	4	7	15.9	15.9	50.0
	5	2	4.5	4.5	54.5
	6	10	22.7	22.7	77.3
	7	7	15.9	15.9	93.2
	8	1	2.3	2.3	95.5
	9	2	4.5	4.5	100.0
	10	0	0.0	0.0	
Total		44	100.0		

Table 26

Frequency Analysis of Management "Tactful and Appropriate Discipline"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	2.3	2.3	2.3
	2	1	2.3	2.3	4.5
	3	2	4.5	4.5	9.1
	4	2	4.5	4.5	13.6
	5	1	2.3	2.3	15.9
	6	3	6.8	6.8	22.7
	7	10	22.7	22.7	45.5
	8	10	22.7	22.7	68.2
	9	9	20.5	20.5	88.6
	10	5	11.4	11.4	100.0
Total		44	100.0		

Table 27

Frequency Analysis of Management "Sympathetic Help with Personal Problems"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	2.3	2.3	2.3
	2	1	2.3	2.3	4.5
	3	1	2.3	2.3	6.8
	4	0	0.0	0.0	6.8
	5	2	4.5	4.5	11.4
	6	3	6.8	6.8	18.2
	7	1	2.3	2.3	20.5
	8	3	6.8	6.8	27.3
	9	13	29.5	29.5	56.8
	10	19	43.2	43.2	100.0
Total		44	100.0		

Table 28

Frequency Analysis of Management "Personal Loyalty to Employees"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	2.3	2.3	2.3
	2	3	6.8	6.8	9.1
	3	0	0.0	0.0	9.1
	4	4	9.1	9.1	18.2
	5	2	4.5	4.5	22.7
	6	5	11.4	11.4	34.1
	7	6	13.6	13.6	47.7
	8	12	27.3	27.3	75.0
	9	8	18.2	18.2	93.2
	10	3	6.8	6.8	100.0
Total		44	100.0		

Results of Kolmogorov-Smirnov Z Test for Management Rankings

The frequency analysis of management rankings was analyzed using a Kolmogorov-Smirnov test. This test examines all of the responses in the category to ensure that an appropriate dispersal is present. The maximum differences between the observed cumulative distributions provides the significance. The results of this test are shown as Table 29.

Table 29

Results of Kolmogorov-Smirnov Z Test for Management Rankings

	N	Mean	Deviation	Kolomogorov-Smirnov-Z	Sig
Good working conditions	44	3.86	2.14	1.039	.231
A feeling of being in on things	44	5.52	2.64	1.124	.160
Job security	44	4.14	2.74	1.669	.008
Promotion and growth	44	4.52	2.60	1.009	.261
Good wages	44	3.77	2.91	1.518	.020
Interesting work	44	5.95	2.35	.956	.321
Appreciation of work done	44	4.59	2.33	1.209	.108
Tactful and appropriate discipline	44	7.30	2.18	1.452	.029
Sympathetic help with problems	44	8.45	2.74	1.669	.000
Personal loyalty to employees	44	6.89	2.31	1.376	.045

Based on a .05 significance level, five values as determined by management are considered to have maintained a significant ranking. Those meeting this level are "job security," "good wages," "tactful and appropriate discipline," "sympathetic help with personal problems " and "personal loyalty to employees."

However, the other five values-- "good working conditions," "a feeling of being in on things," "promotion and growth within the organization," "interesting work," and "appreciation of work done" did not meet the .05 significance level. If the results in a surveyed category are polarized with only a limited distribution, and the sample size is not large enough to compensate for this occurrence, then the Kolmogorov-Smirnov Z test will indicate the category has failed the significance test. Managers, both civilian and military combined, make up a much smaller percentage of personnel in the career field; therefore, the probable reason for this discrepancy is the small sample size for managers as compared to employee response.

Comparative Analysis by Military and Civilian Categories

After an initial ranking was accomplished, the values were separated into the four categories of military employee and manager and civilian employee and manager, and then ranked again. This sub-ranking was designed to determine if there are any differences in the ways each group ranks each value. The combined analysis is listed as Table 30.

Table 30

1998 USAF Reality Gap Survey by Category

Value	Employee		Management	
	Military/Civilian		Military/Civilian	
Good working conditions	2	1	4	1
Interesting work	1	2	6	7
Appreciation of work done	3	5	5	4
Good wages	5	3	1	3
Promotion and growth within the organization	4	4	2	5
Job security	6	6	3	2
A feeling of being in on things	7	7	7	6
Personal loyalty to employees	8	8	8	8
Tactful discipline	9	9	9	9
Sympathetic help with personal problems	10	10	10	10

Comparison to Previous Studies

A comparison of the 1998 Air Force findings to previous reality gap studies is intended to provide a framework for analyzing the 1998 results. The 1946 Department of Labor study and Kovach's 1980 study establish an initial starting point and a modern touchstone respectively for analyzing current data. Goll's 1987 hospitality survey is the most current, and as the research from that study is considered to be ongoing (Goll, personal communication, March 2, 1999), it is the most relevant for comparison research. Results of the 1987 survey are therefore weighted with more confidence. The Air Force findings are separated by employee and management response and compared to previous findings.

Employee Response Compared to Previous Surveys

Table 31 compares the 1998 Air Force employee responses to the previous employee responses from 1947, 1980, and 1987. An average of the three surveys is included as an additional demonstration of any differences.

Table 31

1998 Employee Response Compared to Previous Surveys

1998 Employee Ranking	1946	1980	1987	Average
1. Good working conditions	9	7	7	7.6
2. Interesting work	6	1	2	3
3. Appreciation of work done	1	2	1	1.3
4. Good wages	5	5	2	4
5. Promotion and growth	7	6	4	5.6
6. Job security	4	4	5	4.3
7. Feeling of being in on things	2	3	6	3.6
8. Personal loyalty to employees	8	8	8	8
9. Tactful discipline	10	10	10	10
10. Sympathetic help with problems	3	9	9	7

Management Response Compared to Previous Surveys

Table 32 compares the 1998 Air Force management responses to the previous

management responses from 1947, 1980, and 1987. An average of the three surveys is

included as an additional demonstration of any differences.

Table 32

1998 Management Response Compared to Previous Surveys

1998 Management Ranking	1946	1980	1987	Average
1. Good wages	1	1	1	1
2. Good working conditions	4	4	3	3.6
3. Job security	2	2	2	2
4. Appreciation of work done	8	8	5	7
5. Promotion and growth	3	3	4	3.3
6. Feeling of being in on things	9	10	8	9
7. Interesting work	5	5	6	5.3
8. Personal loyalty to employees	6	7	7	6.6
9. Tactful discipline	7	6	9	7.3
10. Sympathetic help with problems	10	9	10	9.6

Summary

Chapter Four details data obtained from the United States Air Force 1998 reality gap surveys in order to examine the three research objectives stated in Chapter One. A comparative analysis was presented of employee and management responses from this survey to ascertain if and to what extent the reality gap exists within the Air Force Services career field.

The comparative analysis was further developed to compare the sub-groups of military and civilian within each category of employees and management. This was intended to identify differences in perception among the respective groups. This initial comparative analysis was then compared to the 1946 Department of Labor study and Kovach's 1980 study with special consideration given to Goll's 1987 hospitality study. Conclusions drawn from the presented data will be analyzed in Chapter Five.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Chapter Five generalizes the exploratory research of the study, and is intended to

interpret the analyzed data with the purpose of answering the three stated objectives of

the research. These objectives are:

(a) determine if and to what extent an employee-management reality gap exists

within the Services squadron in the Air Force,

(b) compare the ranking of variables by civilian and military employees and

management in the Air Force, and

(c) to compare these results to similar surveys conducted in the private sector.

Conclusions

The results of the 1998 survey indicate that the reality gap phenomenon is present

for Air Force Services squadron personnel. Management does not understand what

motivates its employees. Overall, the results for both employees and managers paralleled

previous survey results; therefore, this is an indication that the reality gap is an employee-

management misperception in general, and not specific to any particular field such as

industry, hospitality, or military service. The military structure of the United States Air

Force does not by itself create employee-management misperceptions in the Services career field.

Extent of Reality Gap within Air Force Services Squadron

Employees and managers working in the Air Force Services career field share similar perceptions compared to their private sector counterparts. Employees and managers, military and civilian, evidenced rankings comparable to the rankings of the 1946, 1980, and 1987 surveys. This is the most compelling suggestion that the reality gap is not a problem that is specifically originated by the military environment of the Air Force Services Squadron, but is systemic to management regardless of the type of organization.

The 1998 survey results indicate employees—both military and civilian—want soft issues, namely "good working conditions," "interesting work," and "appreciation of work done." Managers perceive employees want hard issues, specifically "good wages," "job security," and "promotion and growth within the organization."

The first comparison is the survey value "good wages." Military managers ranked it as the top priority and civilian managers ranked it third; overall it ranked number one. However, military employees ranked it fifth, while civilian employees ranked it third; it fell to fourth overall. The second comparison is for "job security." Military managers ranked it third, while civilian managers ranked it second; it was third overall. Military and civilian employees both ranked it sixth.

Another indicator of a reality gap is evidenced by the value "interesting work." Employees ranked this value second while management ranked it seventh. Interesting

work can provide an employee with meaning and job identity, and can fulfill Collier's (1972) assertion that "usefulness and creativeness" can give employees the opportunity to fully develop within their work environment (p. 433).

Air Force managers tend to believe money and job security are the two greatest concerns of employees. The 1946, 1980, and 1987 surveys show this a misperception that has dogged management for at least fifty years (and probably before the reality gap surveys began). While there has been a slight variance in employee response over the years, the common response is the same: employees want a participatory voice in the operation. They do not necessarily want to be paid, they want to be valued. This idea is repeated in the Industry of Choice report issued in 1997 by the Foodservice Research Forum. The top ten "deal breakers"--or incidents or ways of behavior that would make them change jobs were all in the manager's sphere of influence. Despite the misunderstandings of management, the report showed that money was not the issue when it came to employee turnover. The previous surveys have shown workers have been telling management for decades what they want --- the problem is that not enough managers have been listening and hearing. This was evidenced within the 1998 survey as well.

The 1998 survey does contain a variation that all three previous surveys did not: with only one exception, the bottom four rankings were rated exactly alike by both employees and managers. All agree that "a feeling of being in on things," "personal loyalty to employees," tactful discipline," and "sympathetic help with personal problems" consistently ranked in the bottom four. A significant agreement such as this does not

appear in the 1946, 1980, or 1987 survey, and it is crucial for this reason: Air Force managers might not understand what is most important to employees, but they may understand what is of lesser importance to their employees. In the context of MBV, understanding the situation is the first step in identifying the problem. And the reality gap can not be removed until it is first identified and understood. However, this anomaly does not detract from the findings of this survey. Managers may have understood what employees *did not want*, but they did not understand *what* employees wanted, as evidenced by the disparity of the top five rankings shown in Table 7.

Comparison of Air Force Military and Civilian Results

Military and civilian Air Force employees provided similar responses on the 1998 Air Force reality gap survey. Overall, military employees favored soft issues more than their civilian counterparts. Military employees ranked "good wages" as fifth while civilian employees ranked it third, and military employees ranked "appreciation of work done" as their third response, while civilian employees ranked it fifth.

While military and civilian employees gave similar responses to the 1998 survey, there are subtle differences in how civilian and military managers viewed the responses. And overall, management responses were inconsistent with employee responses. Civilian managers seemed more understanding of employee needs than their military counterparts. Using this data, civilian managers seemed to be more in touch with Oakley and Krug's theories on soft issues as opposed to military managers, who seem to be focusing on hard issues. However, both civilian and military managers provided survey responses which were inconsistent with employee responses.

The data indicates that military and civilian Air Force employees have differing viewpoints, as do military and civilian Air Force managers. In each case, these differing viewpoints affected the results of the combined comparative analysis shown as Table 7. However, neither employee or manager results were shifted dramatically by any of the individual sub-divisions. Despite differences among the sub-divisions, the survey results remain the same—an employee-management reality gap exists within the Air Force services career field.

Comparisons to Previous Surveys

The 1998 Air Force reality gap survey is the first known use of the survey instrument in the Services career field, and the results naturally enable a comparison of Air Force employee-management misperceptions to those indicated by the previous 1946, 1980, and 1987 surveys. These comparisons were combined by employee responses as Table 31 and management responses as Table 32. These comparisons are useful for two primary reasons:

(a) Differing results indicate areas the Air Force could examine to determine why there is a difference, and

(b) As a general tool to gauge changing attitudes over time.

Air Force employee responses for "appreciation of work done," "promotion and growth within the organization," "job security," "a feeling of being in on things," "personal loyalty to employees," "tactful and appropriate discipline," and "sympathetic help with personal problems" are comparable to previous survey results.

Air Force employees ranked "interesting work" second, comparable to the 1987 and 1980 surveys. It can be inferred that employees--regardless of their occupation--want their work to hold their interest. The fact that this value remains a top two pick by employees in the three surveys over a two-decade span is a strong signal to management that this value is underappreciated by management.

Air Force employees ranked "good wages" fourth, comparable to previous surveys. It can be inferred that, like workers in industry and hospitality, Air Force employees share similar attitudes about the value that is placed upon them by management primary to the amount of their wages.

"Good working conditions" ranked number one by employees in the 1998 survey, compared to ninth in 1946, and seventh in 1980 and 1987. This was the only value ranked by Air Force employees that was significantly different in rank from the previous studies. This ranking suggests that further investigation may be warranted to determine if this is part of an overall trend or an internal Air Force issue. The results also indicate that this is an issue of importance that needs to be addressed by management.

"Good wages" was the number one management response. It also ranked first in the 1946, 1980, and 1987 surveys. The four surveys demonstrate management misperceptions of employee needs periodically over the previous 52 years, and the management misperception of employee needs begins with money in each survey. This is remarkable in that it has not changed over such a lengthy period of time. Management responses in the other nine categories also remained consistent with previous management responses.

The common thread of the survey results from the four surveys is management's perception of employee need for hard issues as discussed by Oakley and Krug (1993), and Kuczmarski and Kuczmarski (1995). Air Force managers perceive their employees want good wages and job security above all other considerations, when employees clearly consider soft issues as being more important to their immediate work environment. If simply hearing what employees want out of their job is a possible remedy to work dissatisfaction and high turnover, why is it not happening? If satisfied employees lead directly to turnover, a significant loss of profits, and guest dissatisfaction, how come management is not employing UTSE and listening to what their employees are really saying? It can be done. An office operated under MBV, with managers practicing balanced management and UTSE, may achieve it *with work*. It is worth the effort.

Issues of Validity and Reliability

The issue of validity is always a factor when undertaking a survey. The findings from the 1998 Air Force survey are remarkably similar to previous studies. If results over time remain consistent, then the question must be raised as to whether or not the issues are still the same. If the ten values ranked by employees and management in the 1946 reality gap survey are still valid today, then the instrument and thus the survey results remain valid as well. For purposes of this 1998 study, those values were determined to be generic and timeless enough to warrant the comparison for research purposes.

However, there are some questions of statistical reliability with the survey findings. These are direct results of the small sample size, specifically the small sample

size for management. "Good wages," with a .145 rating by employees, is outside the .05

Kolmogorov-Smirnov Z significance level. Five values ranked by management-- "good

working conditions," "a feeling of being in on things," "promotion and growth within the

organization," "interesting work," and "appreciation of work done" did not meet the .05

Kolmogorov-Smirnov Z significance level.

Recommendations

The comparison of the 1998 United States Air Force survey to the 1946, 1980,

and 1987 studies lends itself to additional studies, both within the military and in the

general field of employee-management relations. As stated previously, a combined six of

the twenty responses of employees and management failed the Kolmogorov-Smirnov Z

test. Therefore, additional research is needed.

First, the 1998 U.S. Air Force survey is only preliminary information. An Air

Force-wide survey undertaken by the Air Force Services Agency is the first step toward a

genuine consolidation of information on the subject. The initial results show that the

reality gap is indeed present within the Services career field, and a full survey that

included all major commands both in the continental United States and overseas would

reinforce the validity and reliability of this study. This information would give the

Services Agency a current outlook about employee opinions and management perceptions

about those opinions. The results would give Air Force leadership a valuable tool in the

drive to understand employee morale, evaluate management potential, and eventually, to

possibly reduce employee turnover and the associated costs with replacement and retraining.

Second, the survey instrument needs to be refined for this Air Force study, so that the distinctions between military and civilian personnel, both employees and managers, are defined. The survey instrument needs to be divided into four parts, with specific instructions for each grouping: military employees, military managers, civilian employees, and civilian managers. In addition, the survey could be further divided so that the opinions of appropriated fund and non-appropriated fund civilians are separated in order to see if there is a difference there as well.

Third, the survey needs to be repeated in the hospitality workforce again. Kovach (1980) recommended the survey be administered annually in order to track changes in position (p. 57). As of this survey, the 1987 study is eleven years old. The power of the reality gap survey used in this investigation is that it generates more power over time. Current results are compared to previous studies, enabling the researcher to draw conclusions based upon the general workforce--both employees and management--over an extended time period. A replication study undertaken in the hospitality workforce would strengthen the 1998 Air Force study as it would provide a current study for comparison research.

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APPENDIX A

USAF
SERVICES

Organization Chart - Large Base
All bases supporting an assigned military population above 5,000

Commander/Division Chief
Deputy[1]

HRO[2]
(Includes all Ed & Tng)

Admin
Orderly Room

Marketing

Combat Support Flight

Food Service
Mortuary
Fitness
Lodging
Readiness & Plans
Libraries
Linen Exchange
Laundry

Hospitality Flight

Clubs
Golf
Bowling
CWF (Civ Rest & outlets)
Snack Bars
Retail
Vet Clinic

Recreation Flight

Skills Dev
Aero Clubs
Outdoor Rec
Rod & Gun
Marinas
Rec Pools

Family Member Support Flight

CDC
Youth Programs
FDC
Before & After School
CAC

Resource Mgmt Flight

Slot Pgm Mgmt
NAF Mgmt
NAF Payroll
NAF Purchasing
APF Mgmt
Data Automation
Logistics
Private Orgs

APPENDIX B

Employee Survey (USAF SCN 98-53)

The following is a personal survey of military and civilian employees in the United States Air Force Services career field. (Note: Your rank is unimportant; however, this survey is intended only for Services employees who do not supervise any other employees.) Please respond to all answers honestly, and do not ask others for their opinions as to how they would answer. All responses are confidential.

You are: military_____civilian_____
Are you supervised by: military_____civilian_____both_____

The statements below represent values expressed by workers as to what they expect from management at work. Read all of them, and then rank the following from 1-10, with 1 being the most important to you, and 10 being the least important.

_____Good working conditions

_____A feeling of being in on things

_____Job security

_____Promotion and growth within the organization

_____Good wages

_____Interesting work

_____Appreciation of work done

_____Tactful and appropriate discipline

_____Sympathetic help with personal problems

_____Personal loyalty to employees

Opinions expressed in this survey or in the distribution of the survey do not represent the ideas or policies of the United States Air Force, or those of the University of Nevada, Las Vegas. This data is being collected for professional education purposes only.

APPENDIX C

Manager Survey (USAF SCN 98-53)

The following is a personal survey of military and civilian managers in the United States Air Force Services career field. (Note: For the sake of this survey, managers would be military of at least Staff Sergeant rank/civilians of at least GS-5 rank who supervise a minimum of one worker.) Please respond to all answers honestly, and do not ask others for their opinions as to how they would answer. All responses are confidential.

You are: military_____civilian_____
Do you supervise: military_____civilian_____both_____

The statements below represent values expressed by workers as to what they expect from management at work. Read all of them, and then rank the following based on what you believe are the most important to your workers, not what you believe are the most important to you personally. Rate them from 1-10, with 1 being the most important, 10 being the least important.

_____Good working conditions

_____A feeling of being in on things

_____Job security

_____Promotion and growth within the organization

_____Good wages

_____Interesting work

_____Appreciation of work done

_____Tactful and appropriate discipline

_____Sympathetic help with personal problems

_____Personal loyalty to employees

Opinions expressed in this survey or in the distribution of the survey do not represent the ideas or policies of the United States Air Force, or those of the University of Nevada, Las Vegas. This data is being collected for professional education purposes only.

APPENDIX D

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR FORCE PERSONNEL CENTER
RANDOLPH AIR FORCE BASE TEXAS

14 July 1998

MEMORANDUM FOR AFIT/RPX
ATTN: BEV HOUTZ

FROM: HQ AFPC/DPSAS
550 C Street West, Suite 35
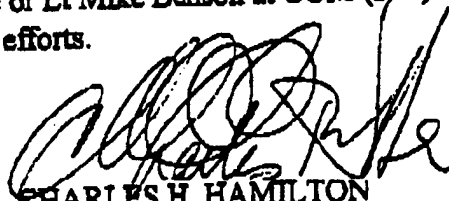Randolph AFB TX 78150-4737

SUBJECT: Survey Approval request (Your Ltr, 30 Jun 98)

Lt Rakoczy's proposed survey titled "The Reality Gap: Comparing USAF Services Members to the Non-Air Force Counterparts" has been reviewed and is assigned a Survey Control Number (SCN) USAF SCN 98-53. This number and authorization will expire on 31 December 1998 and is contingent upon the investigator securing the appropriate approval at base level.

At each base where the survey will be administered, both the local commander and the base Civilian Personnel Flight (CPF) must approve the administration of the proposed survey. If either of these parties declines to participate in the research, the survey control number listed above will be rendered null and void.

With regard to the survey and its associated results, it is important to draw your attention to the provisions of the Freedom of Information Act (FOIA). Under the FOIA, the results of your survey can be requested by the public. Finally, the SCN needs to appear either in the cover letter or on the face of the survey itself.

Questions or concerns can be directed to me or Lt Mike Benson at COM (210) 652-5680. Thank you and good luck with your data collection efforts.

CHARLES H. HAMILTON
Chief, Survey Branch

APPENDIX E

UNLV
UNIVERSITY OF NEVADA LAS VEGAS

DATE: July 29, 1998

  TO: Michael Rakoczy (HOA)
          M/S 6021

FROM: Dr. William E. Schulze, Director
          Office of Sponsored Programs (X1357)

  RE: Status of Human Subject Protocol Entitled:
          "The Reality Gap: Comparing USAF Services Members
          to Their Non-Air Force Counterparts"

          OSP #604s0798-067e

The protocol for the project referenced above has been
reviewed by the Office of Sponsored Programs and it has been
determined that it meets the criteria for exemption from
full review by the UNLV human subjects Institutional Review
Board. This protocol is approved for a period of one year
from the date of this notification and work on the project
may proceed.

Should the use of human subjects described in this protocol
continue beyond a year from the date of this notification,
it will be necessary to request an extension.

If you have any questions regarding this information, please
contact Marsha Green in the Office of Sponsored Programs at
895-1357.

cc: G. Goll (HTLM-6021)
    OSP File

APPENDIX F

1998 Employee Responses

Actual survey responses from employees studied in the 1998 United States Air Force Services Squadron are listed hereafter. Each horizontal row contains the information from one completed survey.

Good Working Conditions	A Feeling of Being in on Things	Job Security	Promotion and Growth within the Organization	Good Wages	Interesting Work	Appreciation of Work Done	Tactful and Appropriate Discipline	Sympathetic Help with Personal Problems	Personal Loyalty to Employees
2.00	9.00	4.00	7.00	6.00	1.00	5.00	8.00	10.00	3.00
1.00	2.00	10.00	7.00	9.00	3.00	5.00	6.00	8.00	4.00
2.00	5.00	3.00	4.00	1.00	8.00	6.00	7.00	10.00	9.00
2.00	5.00	6.00	3.00	1.00	7.00	4.00	8.00	10.00	9.00
2.00	10.00	3.00	6.00	4.00	1.00	5.00	8.00	9.00	7.00
3.00	10.00	1.00	2.00	4.00	5.00	7.00	8.00	9.00	6.00
8.00	3.00	2.00	6.00	4.00	1.00	5.00	10.00	9.00	7.00
8.00	2.00	3.00	6.00	4.00	1.00	5.00	10.00	7.00	9.00

3.00	10.00	2.00	6.00	4.00	1.00	5.00	9.00	7.00	8.00
5.00	2.00	3.00	1.00	4.00	8.00	6.00	7.00	9.00	10.00
1.00	9.00	3.00	10.00	5.00	2.00	8.00	7.00	4.00	6.00
5.00	2.00	9.00	3.00	6.00	4.00	1.00	7.00	10.00	8.00
7.00	4.00	2.00	1.00	6.00	3.00	5.00	9.00	10.00	8.00
6.00	7.00	3.00	4.00	5.00	1.00	2.00	9.00	10.00	8.00
8.00	9.00	10.00	3.00	6.00	5.00	1.00	4.00	7.00	2.00
2.00	6.00	7.00	3.00	4.00	1.00	5.00	9.00	10.00	8.00
8.00	3.00	2.00	6.00	4.00	1.00	5.00	10.00	9.00	7.00
1.00	2.00	10.00	7.00	9.00	3.00	5.00	6.00	8.00	4.00
2.00	9.00	4.00	7.00	6.00	1.00	5.00	8.00	10.00	3.00
2.00	9.00	5.00	4.00	6.00	8.00	3.00	10.00	7.00	1.00
2.00	5.00	3.00	4.00	8.00	1.00	6.00	7.00	10.00	9.00
1.00	9.00	3.00	4.00	10.00	2.00	8.00	7.00	6.00	5.00
2.00	9.00	4.00	5.00	3.00	8.00	1.00	6.00	10.00	7.00
1.00	4.00	6.00	8.00	5.00	2.00	3.00	7.00	10.00	9.00
2.00	3.00	9.00	4.00	8.00	1.00	10.00	5.00	6.00	7.00
9.00	8.00	4.00	7.00	1.00	3.00	10.00	6.00	2.00	5.00
2.00	3.00	9.00	4.00	8.00	1.00	10.00	5.00	6.00	7.00
2.00	3.00	9.00	4.00	8.00	1.00	10.00	5.00	6.00	7.00
8.00	3.00	2.00	6.00	4.00	1.00	5.00	10.00	9.00	7.00
3.00	10.00	1.00	2.00	4.00	5.00	7.00	8.00	9.00	6.00

1.00	3.00	6.00	4.00	7.00	2.00	9.00	5.00	10.00	8.00
2.00	6.00	7.00	3.00	4.00	1.00	5.00	9.00	10.00	8.00
4.00	3.00	8.00	6.00	7.00	1.00	2.00	5.00	9.00	10.00
2.00	9.00	4.00	7.00	6.00	1.00	5.00	8.00	10.00	3.00
8.00	3.00	2.00	4.00	6.00	1.00	5.00	10.00	9.00	7.00
2.00	10.00	3.00	6.00	5.00	1.00	4.00	8.00	9.00	7.00
2.00	10.00	3.00	9.00	4.00	1.00	8.00	7.00	5.00	6.00
8.00	9.00	10.00	3.00	6.00	5.00	1.00	4.00	7.00	2.00
8.00	9.00	1.00	3.00	2.00	5.00	4.00	6.00	10.00	7.00
7.00	8.00	3.00	5.00	2.00	4.00	1.00	9.00	10.00	6.00
7.00	6.00	2.00	4.00	1.00	5.00	3.00	8.00	10.00	9.00
3.00	9.00	1.00	6.00	2.00	4.00	5.00	8.00	10.00	7.00
10.00	2.00	8.00	6.00	9.00	5.00	7.00	1.00	4.00	3.00
1.00	2.00	3.00	5.00	4.00	6.00	7.00	8.00	10.00	9.00
1.00	9.00	8.00	7.00	10.00	6.00	2.00	4.00	5.00	3.00
8.00	9.00	10.00	3.00	6.00	5.00	1.00	4.00	7.00	2.00
4.00	3.00	8.00	6.00	7.00	1.00	2.00	5.00	9.00	10.00
1.00	3.00	6.00	4.00	7.00	2.00	9.00	5.00	10.00	8.00
1.00	4.00	6.00	8.00	5.00	2.00	3.00	7.00	10.00	9.00
6.00	7.00	3.00	4.00	5.00	1.00	2.00	5.00	10.00	8.00
5.00	9.00	6.00	4.00	1.00	3.00	2.00	7.00	10.00	8.00
3.00	6.00	2.00	1.00	4.00	7.00	8.00	9.00	10.00	5.00

2.00	7.00	10.00	5.00	1.00	4.00	3.00	8.00	9.00	6.00
1.00	10.00	6.00	4.00	8.00	9.00	5.00	3.00	7.00	2.00
1.00	9.00	8.00	7.00	10.00	6.00	2.00	4.00	5.00	3.00
3.00	7.00	2.00	5.00	1.00	8.00	4.00	9.00	10.00	6.00
7.00	6.00	2.00	5.00	1.00	4.00	3.00	8.00	10.00	9.00
6.00	8.00	2.00	3.00	1.00	5.00	7.00	9.00	10.00	4.00
1.00	10.00	5.00	2.00	3.00	8.00	4.00	6.00	7.00	9.00
1.00	2.00	3.00	6.00	4.00	5.00	7.00	8.00	10.00	9.00
6.00	5.00	3.00	2.00	1.00	4.00	10.00	9.00	8.00	7.00
6.00	7.00	5.00	1.00	3.00	4.00	2.00	8.00	10.00	9.00
10.00	2.00	6.00	8.00	9.00	5.00	7.00	1.00	4.00	3.00
1.00	8.00	2.00	5.00	3.00	9.00	6.00	7.00	10.00	4.00
4.00	9.00	2.00	7.00	1.00	3.00	5.00	6.00	10.00	8.00
7.00	4.00	2.00	1.00	6.00	3.00	5.00	9.00	10.00	8.00
1.00	2.00	10.00	7.00	9.00	3.00	5.00	6.00	8.00	4.00
2.00	9.00	4.00	7.00	6.00	1.00	5.00	8.00	10.00	3.00
8.00	3.00	2.00	6.00	4.00	1.00	5.00	10.00	7.00	9.00
1.00	9.00	10.00	3.00	4.00	2.00	8.00	7.00	5.00	6.00
6.00	2.00	9.00	3.00	5.00	4.00	1.00	7.00	10.00	8.00
2.00	9.00	4.00	5.00	3.00	8.00	1.00	6.00	10.00	7.00
3.00	10.00	4.00	6.00	1.00	5.00	2.00	7.00	9.00	8.00
7.00	9.00	3.00	2.00	1.00	5.00	4.00	6.00	10.00	8.00

2.00	9.00	4.00	5.00	6.00	8.00	3.00	10.00	7.00	1.00
2.00	9.00	4.00	5.00	3.00	8.00	1.00	6.00	10.00	7.00
1.00	7.00	5.00	4.00	6.00	8.00	2.00	9.00	10.00	3.00
6.00	8.00	5.00	3.00	1.00	9.00	2.00	7.00	10.00	4.00
1.00	2.00	8.00	5.00	6.00	7.00	3.00	4.00	10.00	9.00
4.00	7.00	6.00	5.00	2.00	1.00	3.00	9.00	10.00	8.00
8.00	2.00	10.00	9.00	7.00	6.00	5.00	4.00	1.00	3.00
4.00	5.00	1.00	3.00	2.00	7.00	6.00	9.00	8.00	10.00
5.00	10.00	1.00	4.00	3.00	2.00	7.00	6.00	9.00	8.00
8.00	9.00	10.00	3.00	6.00	5.00	1.00	4.00	7.00	2.00
4.00	3.00	8.00	6.00	7.00	1.00	2.00	5.00	9.00	10.00
8.00	9.00	10.00	3.00	6.00	5.00	1.00	4.00	7.00	2.00
4.00	3.00	8.00	6.00	7.00	1.00	2.00	5.00	9.00	10.00
2.00	6.00	7.00	3.00	4.00	1.00	5.00	9.00	10.00	8.00
1.00	3.00	6.00	4.00	7.00	2.00	9.00	5.00	10.00	8.00
1.00	4.00	6.00	8.00	5.00	2.00	3.00	7.00	10.00	9.00
7.00	2.00	8.00	3.00	4.00	9.00	1.00	5.00	2.00	6.00
2.00	1.00	7.00	6.00	5.00	4.00	3.00	8.00	10.00	9.00
4.00	8.00	2.00	3.00	1.00	5.00	9.00	7.00	10.00	6.00
2.00	9.00	4.00	5.00	6.00	8.00	3.00	10.00	7.00	1.00
1.00	7.00	5.00	4.00	2.00	6.00	3.00	9.00	10.00	8.00
6.00	2.00	9.00	3.00	5.00	4.00	1.00	7.00	10.00	8.00

1.00	9.00	8.00	7.00	10.00	6.00	2.00	4.00	5.00	3.00
6.00	7.00	3.00	4.00	5.00	1.00	2.00	9.00	10.00	8.00
1.00	8.00	4.00	3.00	2.00	6.00	5.00	7.00	10.00	9.00
4.00	8.00	1.00	5.00	3.00	6.00	2.00	9.00	10.00	7.00
7.00	4.00	2.00	1.00	6.00	3.00	5.00	9.00	10.00	8.00
3.00	4.00	5.00	1.00	6.00	8.00	7.00	9.00	10.00	2.00
3.00	10.00	1.00	2.00	4.00	5.00	7.00	8.00	9.00	6.00
3.00	7.00	2.00	6.00	1.00	5.00	4.00	9.00	8.00	10.00
8.00	2.00	10.00	9.00	7.00	4.00	5.00	6.00	3.00	1.00
2.00	9.00	4.00	7.00	6.00	1.00	5.00	8.00	10.00	3.00
1.00	9.00	10.00	3.00	4.00	2.00	8.00	7.00	5.00	6.00
4.00	5.00	3.00	9.00	6.00	7.00	8.00	1.00	10.00	2.00
4.00	5.00	3.00	2.00	1.00	6.00	7.00	9.00	10.00	8.00
1.00	3.00	4.00	8.00	2.00	5.00	6.00	9.00	7.00	10.00
3.00	4.00	6.00	10.00	9.00	8.00	5.00	7.00	2.00	1.00

APPENDIX G

1998 Management Responses

Actual survey responses from management studied in the 1998 United States Air Force Services Squadron are listed hereafter. Each horizontal row contains the information from one completed survey.

Good Working Conditions	A Feeling of Being in on Things	Job Security	Promotion and Growth within the Organization	Good Wages	Interesting Work	Appreciation of Work Done	Tactful and Appropriate Discipline	Sympathetic Help with Personal Problems	Personal Loyalty to Employees
1.00	3.00	4.00	5.00	6.00	2.00	9.00	7.00	10.00	8.00
5.00	6.00	4.00	1.00	2.00	7.00	3.00	9.00	10.00	8.00
5.00	9.00	3.00	1.00	2.00	10.00	6.00	7.00	8.00	4.00
1.00	4.00	3.00	6.00	5.00	7.00	2.00	8.00	10.00	9.00
2.00	1.00	5.00	4.00	10.00	3.00	6.00	7.00	8.00	9.00
3.00	4.00	10.00	6.00	8.00	7.00	1.00	2.00	9.00	5.00
3.00	5.00	7.00	1.00	2.00	6.00	4.00	8.00	10.00	9.00

8.00	4.00	3.00	2.00	1.00	5.00	6.00	7.00	9.00	10.00
3.00	5.00	1.00	4.00	2.00	6.00	7.00	9.00	10.00	8.00
1.00	2.00	3.00	8.00	10.00	9.00	4.00	5.00	6.00	7.00
2.00	6.00	1.00	5.00	3.00	9.00	4.00	8.00	10.00	7.00
4.00	6.00	3.00	2.00	1.00	5.00	7.00	9.00	10.00	8.00
4.00	5.00	2.00	6.00	3.00	1.00	7.00	10.00	9.00	8.00
2.00	8.00	1.00	3.00	5.00	4.00	7.00	10.00	9.00	6.00
2.00	3.00	9.00	10.00	8.00	6.00	1.00	4.00	5.00	7.00
9.00	4.00	10.00	7.00	8.00	5.00	6.00	3.00	1.00	2.00
2.00	10.00	3.00	4.00	1.00	7.00	5.00	6.00	9.00	8.00
4.00	10.00	3.00	5.00	6.00	7.00	8.00	9.00	2.00	1.00
4.00	2.00	5.00	7.00	3.00	6.00	1.00	8.00	10.00	9.00
5.00	4.00	3.00	1.00	2.00	8.00	6.00	10.00	9.00	7.00
1.00	7.00	10.00	9.00	8.00	2.00	3.00	4.00	5.00	6.00
3.00	4.00	6.00	2.00	5.00	9.00	1.00	8.00	10.00	7.00
5.00	4.00	1.00	10.00	2.00	7.00	3.00	8.00	9.00	6.00
3.00	8.00	6.00	5.00	1.00	2.00	4.00	7.00	10.00	9.00
1.00	10.00	3.00	5.00	6.00	4.00	7.00	8.00	9.00	2.00
3.00	9.00	5.00	7.00	1.00	8.00	2.00	6.00	10.00	4.00
5.00	4.00	8.00	3.00	9.00	2.00	1.00	7.00	10.00	6.00
3.00	5.00	2.00	7.00	1.00	8.00	4.00	9.00	10.00	6.00
4.00	1.00	8.00	9.00	10.00	2.00	3.00	7.00	6.00	5.00

3.00	5.00	7.00	1.00	2.00	6.00	4.00	8.00	10.00	9.00
2.00	10.00	3.00	4.00	1.00	7.00	5.00	6.00	9.00	8.00
6.00	2.00	1.00	5.00	4.00	7.00	3.00	8.00	9.00	10.00
8.00	10.00	4.00	7.00	5.00	6.00	9.00	1.00	3.00	2.00
1.00	8.00	3.00	2.00	4.00	5.00	6.00	9.00	10.00	7.00
8.00	4.00	2.00	5.00	1.00	3.00	6.00	10.00	7.00	9.00
4.00	5.00	3.00	2.00	1.00	10.00	6.00	7.00	9.00	8.00
5.00	2.00	4.00	6.00	3.00	7.00	1.00	8.00	10.00	9.00
7.00	9.00	10.00	2.00	5.00	8.00	1.00	3.00	6.00	4.00
3.00	5.00	2.00	7.00	1.00	6.00	4.00	10.00	9.00	8.00
4.00	6.00	3.00	2.00	1.00	5.00	7.00	9.00	10.00	8.00
5.00	6.00	1.00	4.00	2.00	7.00	3.00	9.00	10.00	8.00
3.00	5.00	1.00	4.00	2.00	6.00	7.00	9.00	10.00	8.00
8.00	4.00	3.00	2.00	1.00	5.00	6.00	7.00	9.00	10.00
5.00	9.00	3.00	1.00	2.00	10.00	6.00	7.00	8.00	4.00

APPENDIX H

1998 Employee Frequency of Response

Appendix H includes graphs relating to the employee responses of the 1998 Air

Force Employee-Management Misperceptions survey. These charts are graphic

representations of the frequency analysis's discussed in Chapters Four, and are included

here for the reader's interest. Each graph demonstrates the frequency of response by

employees to each item, as well as the mean (weighted average) and the number of total

employee responses (N). The charts are listed as Figures 2 through 11.

Std. Dev = 2.65
Mean = 3.8
N = 111.00

Good working conditions
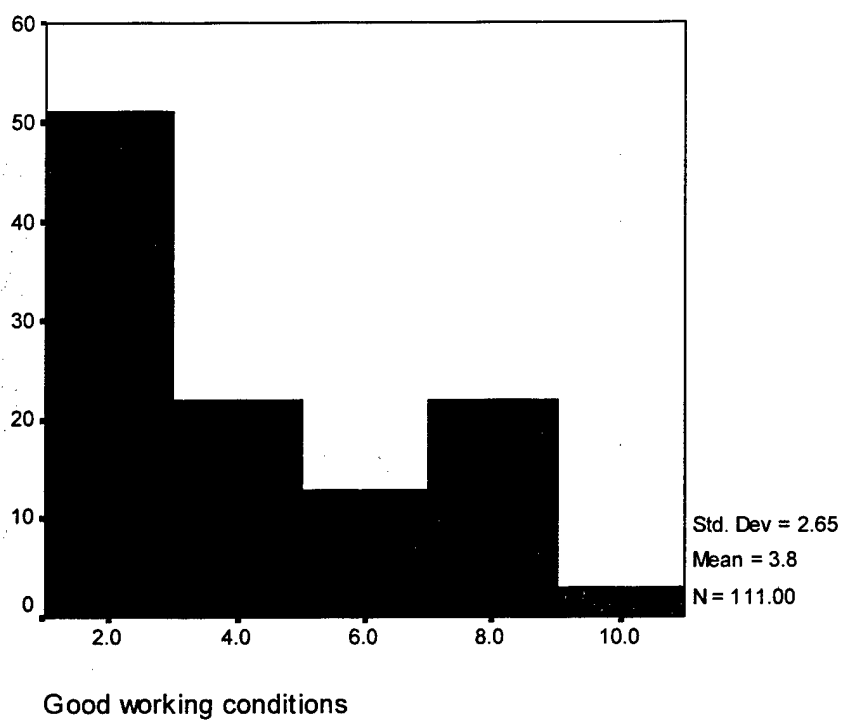
Figure 2: 1998 Employee Frequency of Response

Std. Dev = 2.91
Mean = 6.1
N = 111.00

A feeling of being in on things
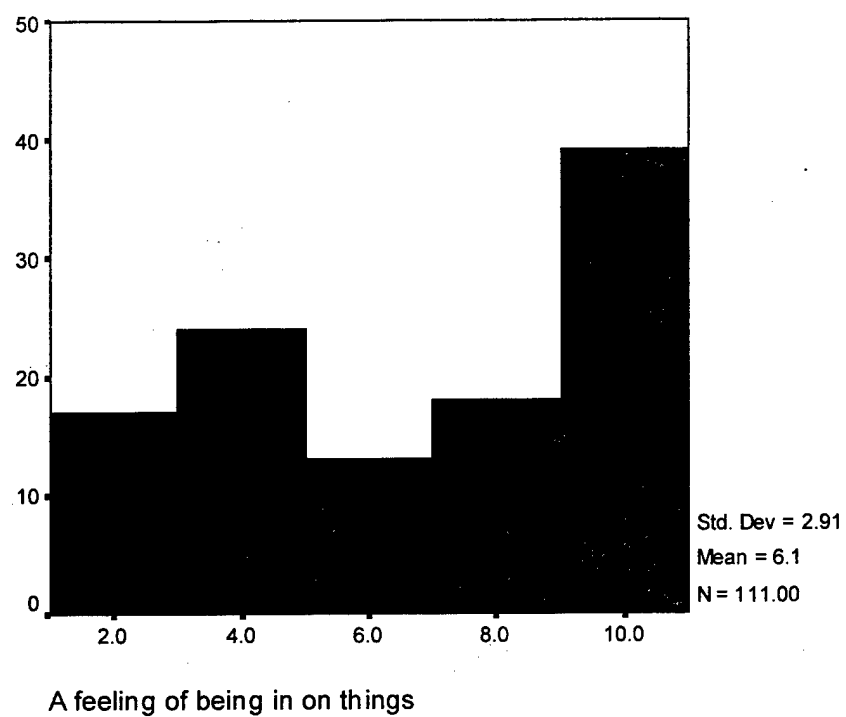
Figure 3: 1998 Employee Frequency of Response
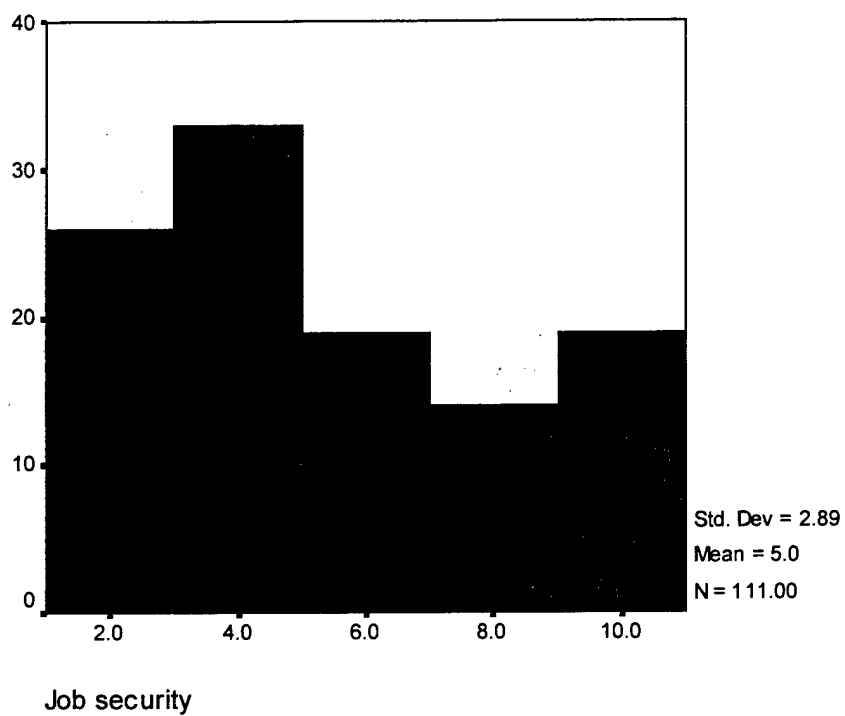
Figure 4: 1998 Employee Frequency of Response

Std. Dev = 2.14
Mean = 4.8
N = 111.00

Promotion and growth within the organization
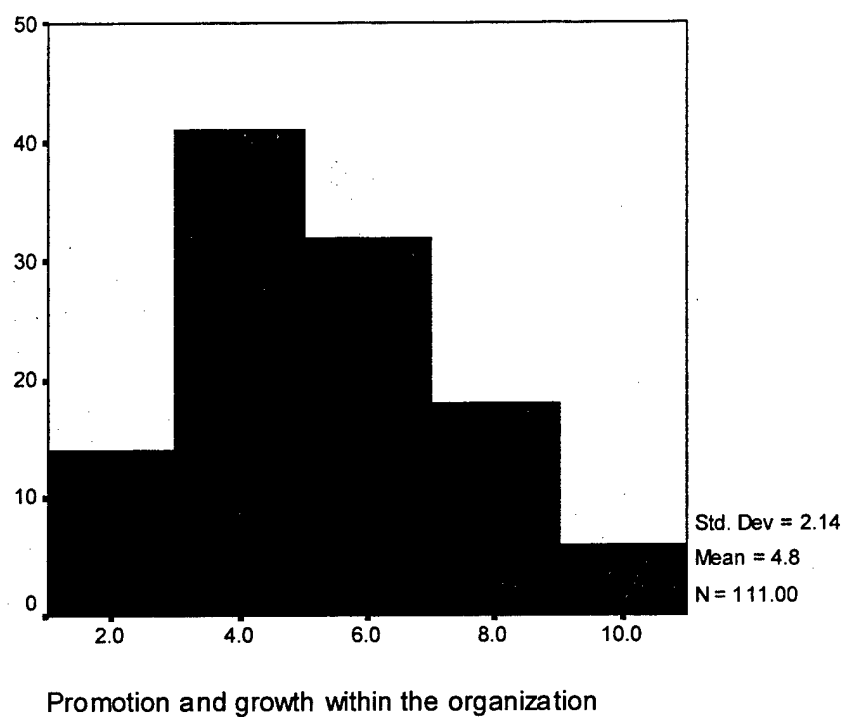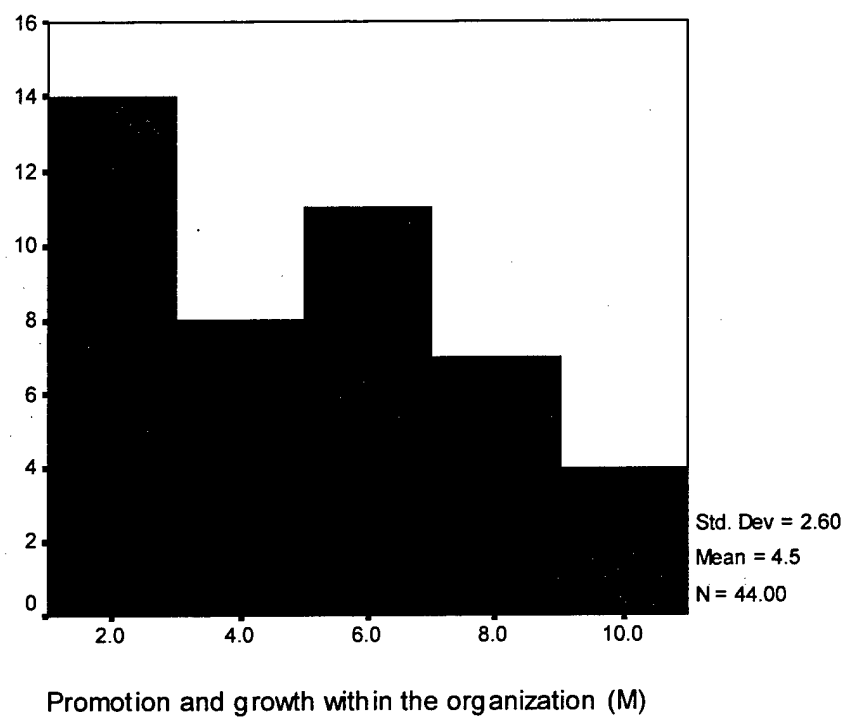
Figure 5: 1998 Employee Frequency of Response
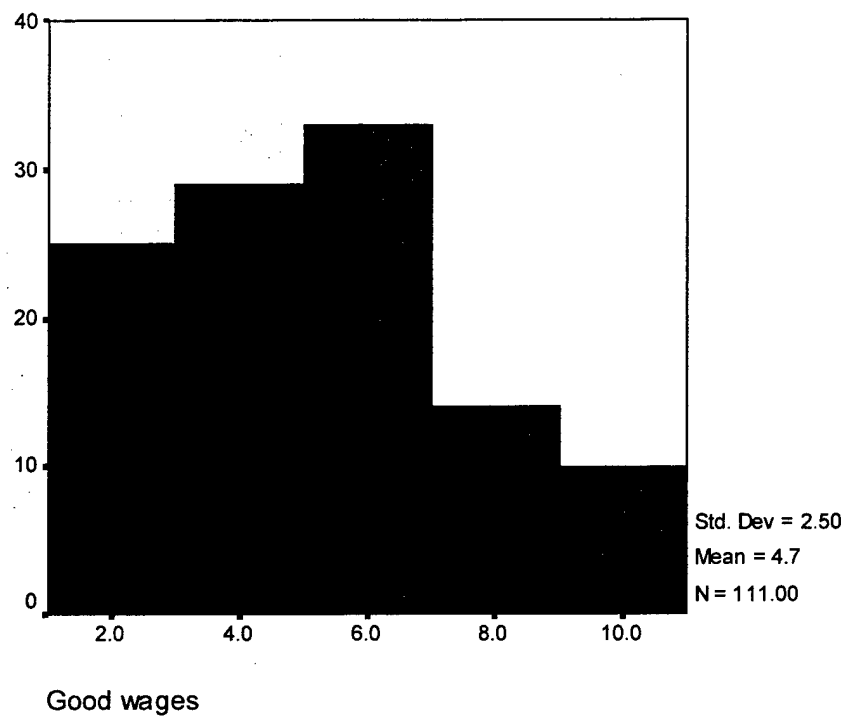
Figure 6: 1998 Employee Frequency of Response
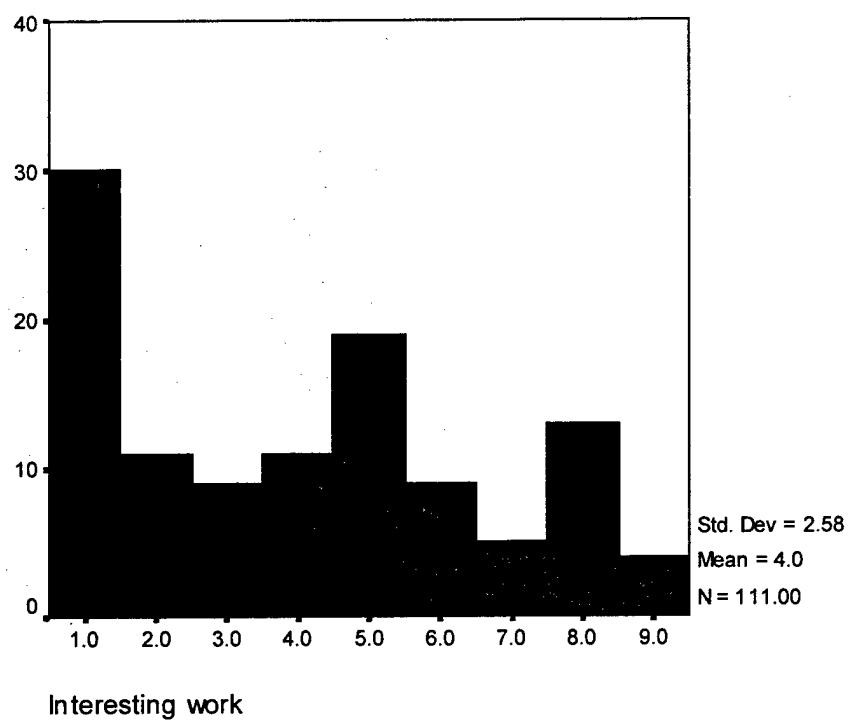
Figure 7: 1998 Employee Frequency of Response
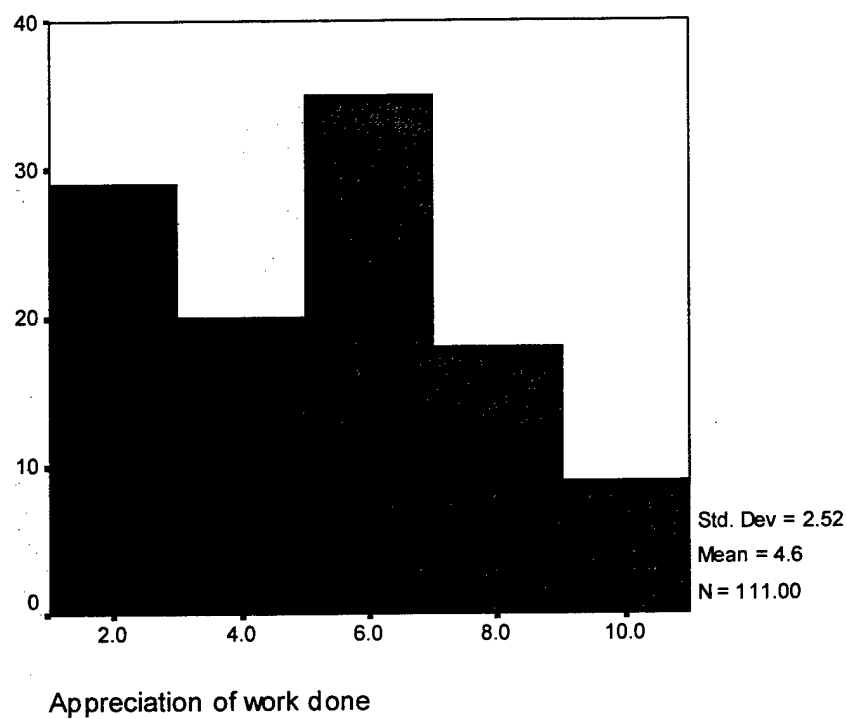
Figure 8: 1998 Employee Frequency of Response

Std. Dev = 2.06

Mean = 7.0

N = 111.00

Tactful and appropriate discipline
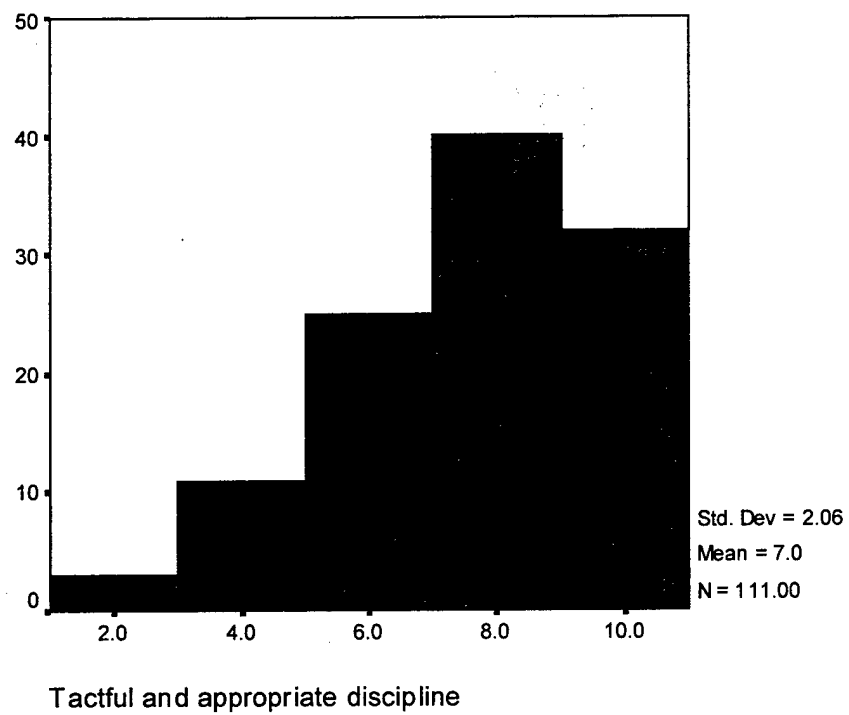
Figure 9: 1998 Employee Frequency of Response
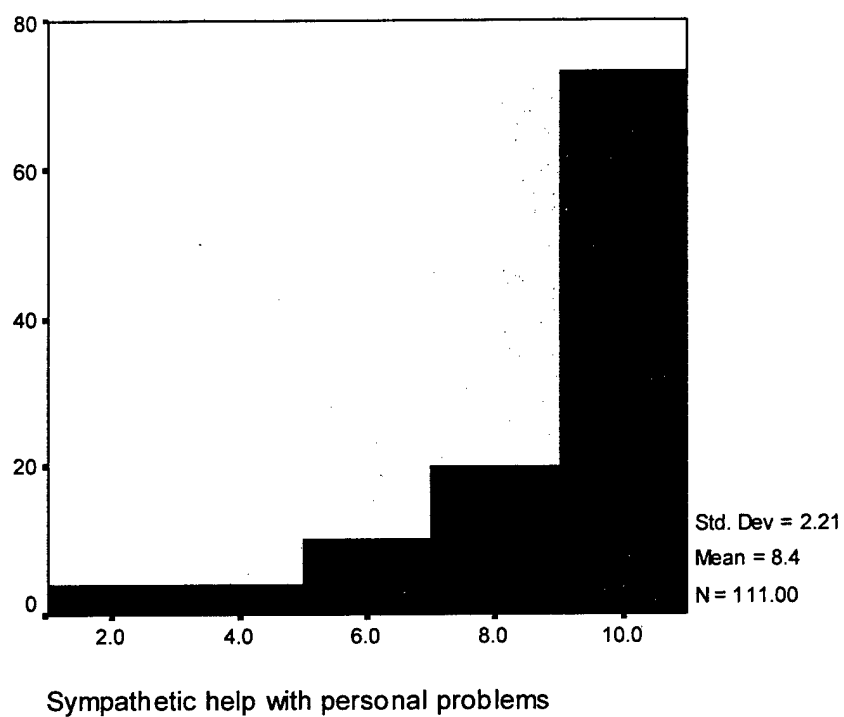
Figure 10: 1998 Employee Frequency of Response

Std. Dev = 2.64
Mean = 6.4
N = 111.00

Personal loyalty to employees
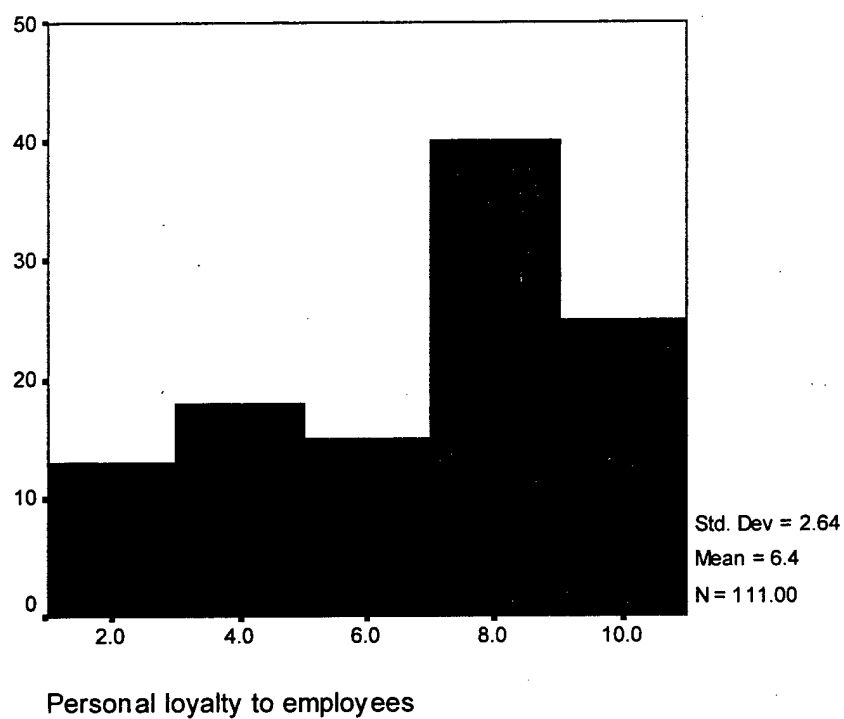
Figure 11: 1998 Employee Frequency of Response

APPENDIX I

1998 Management Frequency of Response

Appendix H includes graphs relating to the management responses of the 1998

Air Force Employee-Management Misperceptions survey. These charts are graphic

representations of the frequency analysis's discussed in Chapters Four, and are included

here for the reader's interest. Each graph demonstrates the frequency of response by

management to each item, as well as the mean (weighted average) and the number of total

management responses (N). The charts are listed as Figures 12 through 21.
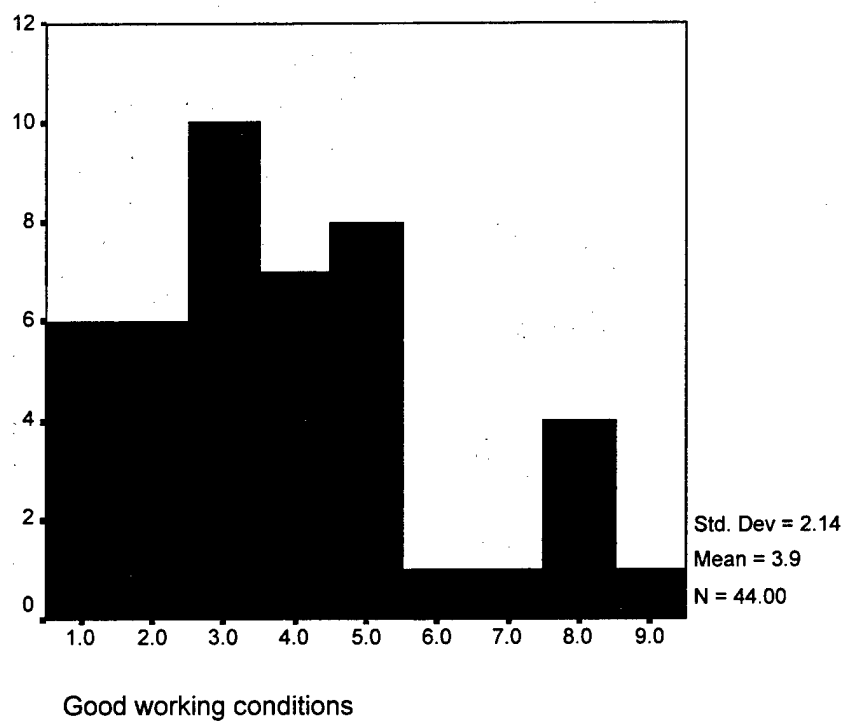
Figure 12: 1998 Management Frequency of Response
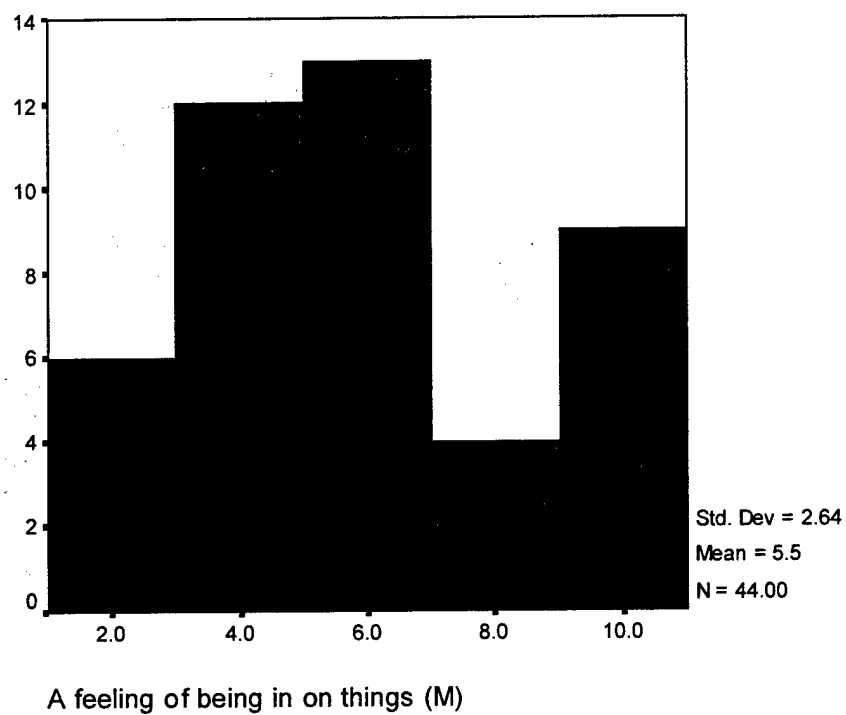
Figure 13: 1998 Management Frequency of Response

Std. Dev = 2.74
Mean = 4.1
N = 44.00

Job security (M)
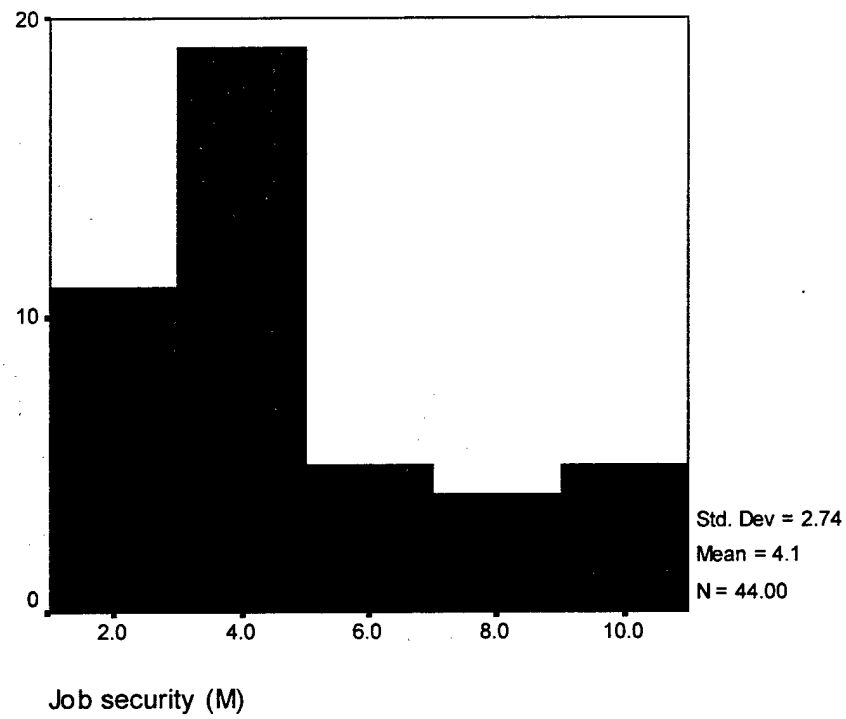
Figure 14: 1998 Management Frequency of Response

Figure 15: 1998 Management Frequency of Response
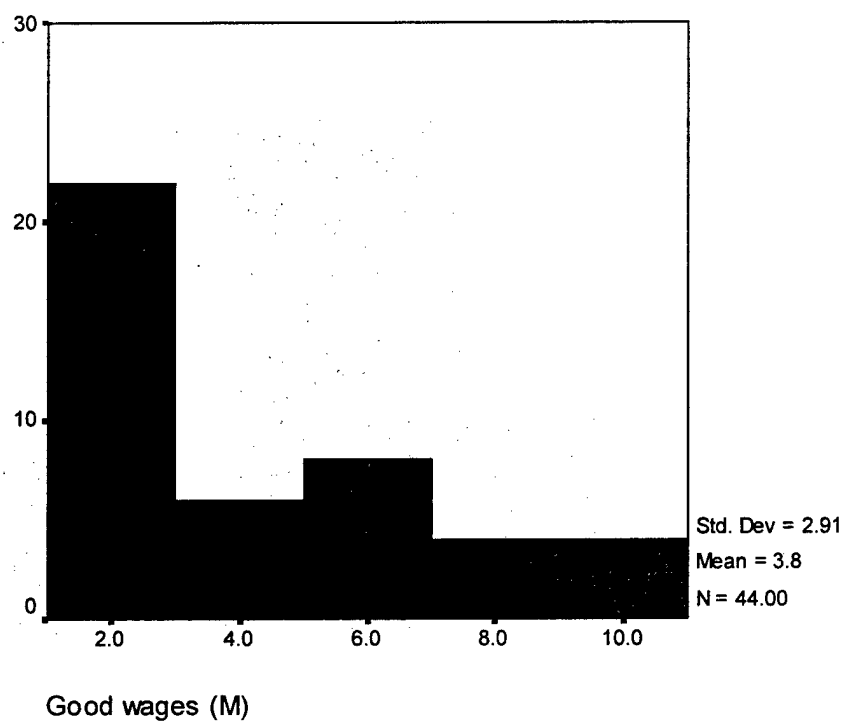
Figure 16: 1998 Management Frequency of Response
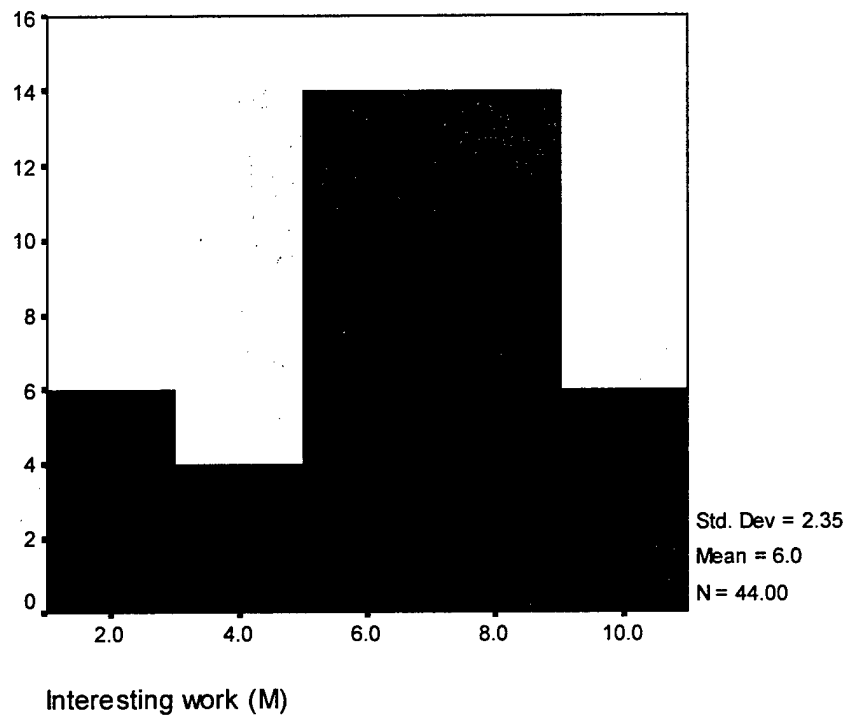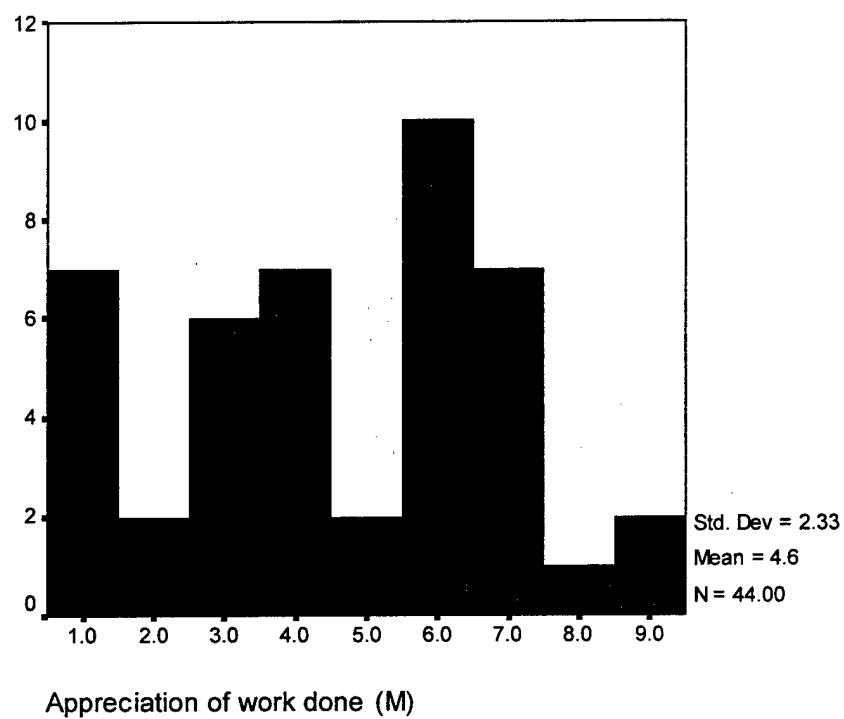
Figure 17: 1998 Management Frequency of Response
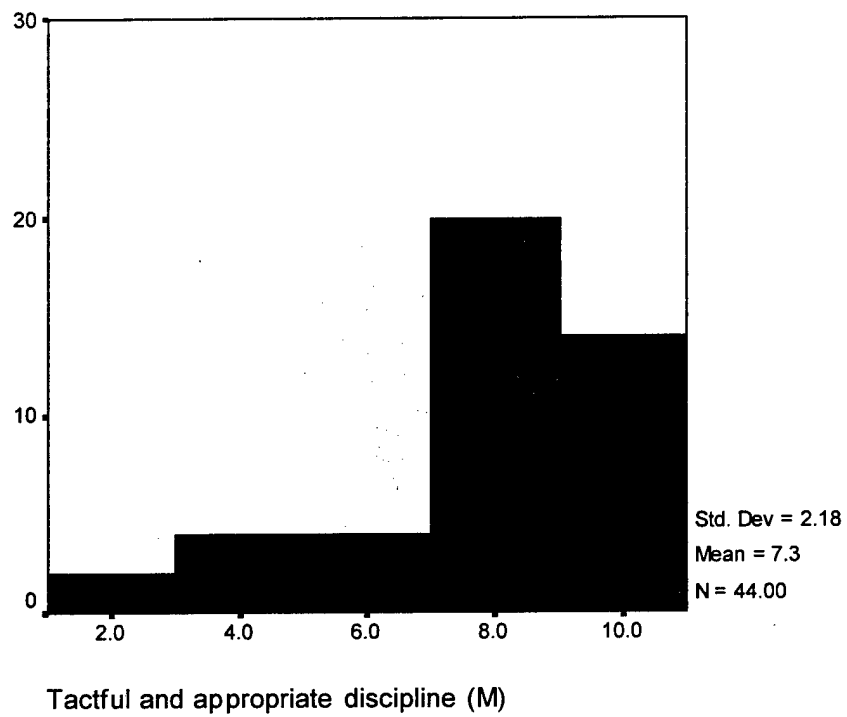
Figure 18: 1998 Management Frequency of Response
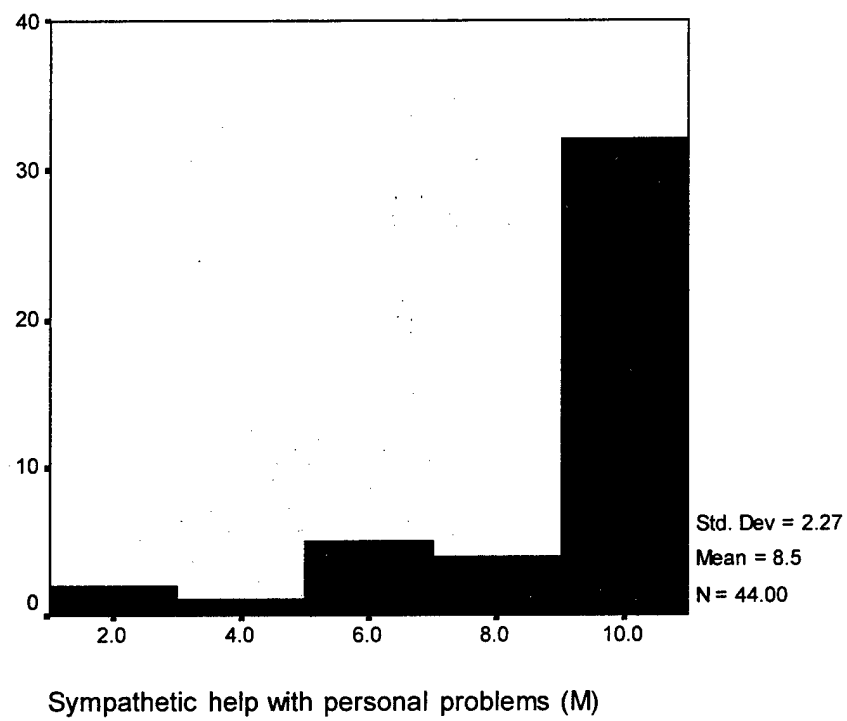
Figure 19: 1998 Management Frequency of Response
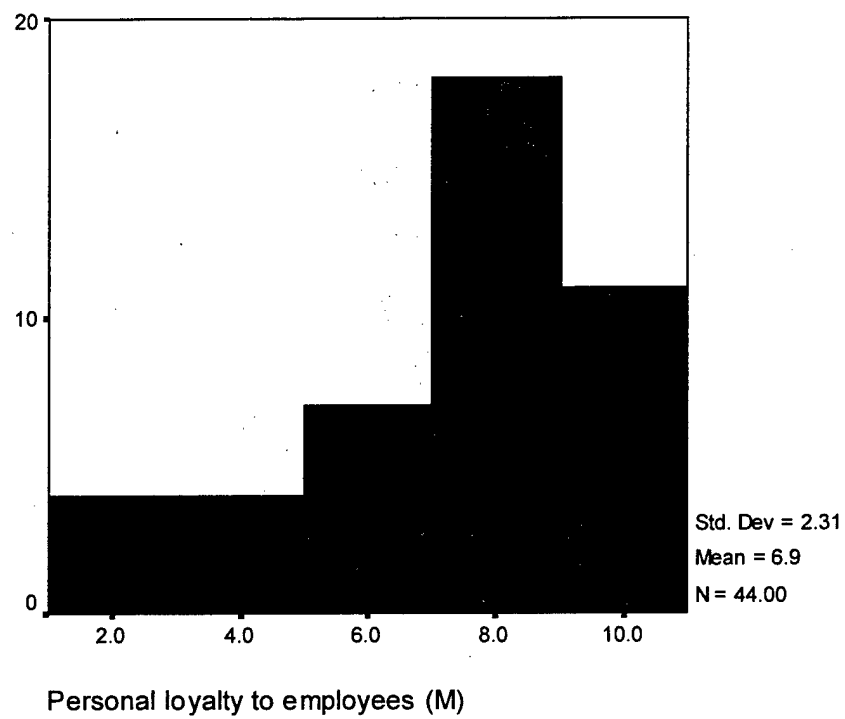
Figure 20: 1998 Management Frequency of Response

Figure 21: 1998 Management Frequency of Response

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